



### Investment upturn forecast in France

By Terry Dodsword in Paris

THE FIRST significant sign of an upturn in investment intentions in France is revealed in the latest monthly poll of businessmen by INSEE, the national statistical office. The report says that investment could increase by 7 per cent in real terms this year...

### Iranian army prepares to intervene in Kurdistan

By Andrew Whitley in Tehran

HUNDREDS OF people have been killed and injured during three days of bitter fighting in Iranian Kurdish towns of Naqadeh, near the border with Iraq and Turkey. A second ceasefire was agreed on yesterday afternoon...

problem. Central forces composed of regular troops and Islamic militiamen from the embryonic "Guardians of the Revolution" were sent to Orumiyyeh, the Provincial capital, on Saturday night...

### Yazdi to run Foreign Ministry

By Simon Henderson in Tehran

DR. IBRAHIM YAZDI has been given responsibility for Foreign Affairs in Iran's provisional Government, replacing Dr. Karim Sanjabi, the National Front leader...

### Soldiers hold key jobs in new Pakistani Cabinet

By Chris Sherwell in Islamabad

ALL PAKISTAN'S key economic portfolios have been concentrated in the hands of tough-minded Army generals and bureaucrats in the new non-party political Cabinet announced at the weekend...

None will be allowed to contest the planned November elections if they stay in the Cabinet beyond the end of May. According to General Zia the new Cabinet's main task is to arrange elections.

### Van den Bergh summons

By Quentin Peel in Johannesburg

GENERAL HENDRIK van den Bergh, former head of South Africa's Bureau for State Security (BOSS), has been summoned to appear before the Commission of Enquiry...

### Afghan fighting flares

By Simon Henderson in Kabul

FIGHTING BETWEEN units of the Afghan army and Muslim rebels has intensified in the eastern provinces of Kunar and Paktia.

War against the Kabul Government. The conflict is severest in the eastern provinces of Kunar and Paktia. In a tough weekend speech before Khatlan (People's) Party workers in Paktia, Mr. Taraki warned "reactionaries of the region" — meaning Pakistan and Iran — not to disturb the peace of the region...

### Israeli retaliation expected

By Hsan Hhazi in Beirut

A SMALL Palestinian rejectionist organisation, the Palestine Liberation Front (PLF), has claimed responsibility for the weekend's guerrilla attack against the Israeli resort of Nahariya.

Israeli retaliation is bound to complicate matters in Lebanon. A highly complex situation emerged last week when Major Saad Haddad, Commander of the Israeli-backed Christian militias, made a unilateral declaration of independence in the enclave he controls close to the Israeli border. Major Haddad and his militia have threatened to expand their territory which they call "Free Lebanon".

### Sadat clears way for election

By Roger Matthews in Cairo

THE EGYPTIAN parliament has been dissolved and what is being officially hailed as the first multi-party general election to be held in more than a quarter of a century will take place on June 7.

the relevant laws. He, therefore, did not consider it likely that there would be many parties participating as they were not allowed to do so. Under the regulations that came into operation today a party which wishes to form a longer has to show the support of 20 Members of Parliament. Instead any 50 people can form a party provided half of them are workers or farmers and that they present a "serious" programme which is not based solely on religion or advocates the class struggle or is in favour of a totalitarian system.

### U.S. and Israel sign tariffs pact

By Daniel in Tel Aviv

AN AGREEMENT has been signed here under which the U.S. and Israel will reduce tariffs on trade worth about \$500m annually. The agreement was signed by President Carter's special trade representative Mr. Robert Strauss during his special mission to Israel and Egypt and Mr. Gideon Patt, Israel's Commerce Minister.

### Chrysler to resume supply of components to Iran

By Simon Henderson in Tehran

THE IRAN National car company has reached agreement with Chrysler UK to resume supply of components disrupted by the country's revolution but political uncertainty still surrounds the operation of the company's main Tehran factory. The sale of 124,000 kits for the year beginning April 1979 was agreed with a Chrysler UK team...

being taken over by officials from the Ministry of Mines and Natural Resources. Workers say the former owner, Mr. Mahmood Khayyami, has gone abroad. Some of the company's shares are believed to have been owned by the Pahlavi Foundation, a body controlled by the Shah, and in the eyes of the new regime this would be an added reason to take over the plant. The 1,200 Chrysler car workers at the Coventry engines plant resume work today. They are able to do so under a recently approved Government work sharing scheme aimed at avoiding continued layoff and redundancy. At least one day's work a week is guaranteed under the new system and for top skills means about \$70 a week wages. The Government pays 75 per cent of the basic wage and Chrysler the rest.

### U.S. replaces Britain as S. Africa's main trading partner

By Quentin Peel in Johannesburg

BRITAIN WAS finally toppled last year from its previously unchallenged position as the major trading partner of South Africa, and replaced by the U.S., according to the latest figures issued by the South African Department of Customs and Excise.

Already trailing West Germany as South Africa's major supplier of imports — a reversal which took place in 1974 — Britain has ceded its place as South Africa's principal market to the U.S. Combined imports from and exports to Britain totalled \$2,260m (\$2,677bn) in 1978, compared with \$2,240m (\$2,750bn) to the U.S. Gold bullion exports, of an amount which increased to a 113 per cent increase to \$465m, attributable largely to increased sales and value of Kruggerand imports from Switzerland also rose by almost 40 per cent...

accounted for the entire increase in the current account surplus from \$450m in 1977 to \$1,450m in 1978. Net gold output last year totalled \$2,580m. Diamonds remain the second most important South African export after gold, accounting for more than 13 per cent of the total. Iron and Steel are also major export earners, with ISCOR, the state steel corporation, expected to earn \$400m in the year to June 30. Uranium exports have shot from \$70m five years ago to about \$500m a year at the present rate of exports. Coal has been the other major South African export success. Production is planned to increase by 50 per cent this year from last year's 14.5m tons to 22m tons. In spite of a bad year for agriculture, exports are likely to show some further real growth in the current year, although possibly not at the same rate as in 1978. In spite of a bad year for agriculture, exports are likely to show some further real growth in the current year, although possibly not at the same rate as in 1978. Whereas the uncertainty in the world economy will boost fuel exports such as coal and uranium, and inflation hedges such as gold and diamonds, it will be a negative factor for other commodities.

### \$15m export credit for Algerian order

By Our Foreign Staff

LAZARD BROTHERS has arranged \$15m export credit guaranteed by Britain's Export Credits Guarantee Department (ECGD) for the supply and installation of machinery for the construction of a dam in Algeria. The funds are being provided by National Westminster Bank.

The loan will finance the contract awarded recently to ABMTM of the UK for the supply, installation and commissioning of machine tools for a factory to be built at Reizane. ABMTM, which will also be responsible for the project management including training at the Algerian plant, will be placing supply contracts with some 70 subcontractors in the machine tools industry over a period of two years. The loan agreement for the export credit was signed in London on Friday together with a further agreement for a \$4m Eurocurrency loan.

### Rom River in Kuwait venture

By Michael Cassell

RUGBY PORTLAND Cement's Rom River has entered a joint venture with Kuwait to manufacture and supply steel reinforcement products in the Gulf.

### Soviets curb information on trade and industry

By David Satter in Moscow

THE SOVIET UNION has stepped publishing monthly industrial production results in the latest of a set of moves to reduce the availability of information about the Soviet economy.

### Jordanian phosphate talks

By René G. Khorit in Amman

THE PROSPECT of significant Russian involvement in exploiting some of Jordan's untapped mineral resources has become more likely after the recent visit of a team of Soviet technical experts to Jordan to investigate the feasibility of two projects.

### World Economic Indicators

Table containing 'World Economic Indicators' and 'Foreign Exchange Reserves' with columns for various countries and their respective economic data.

SHIPPING REPORT

### Rising trend in tanker rates

By Lynton McLean

TRADING ACTIVITY in tanker and dry bulk cargo trades continued with rising freight rates last week.

مکان العمل



UK—ELECTION NEWS

Healey-Howe clash on tax

BY IVOR OWEN
PENSIONERS and others with low incomes will be insulated against price rises resulting from increases in indirect taxation introduced by an incoming Conservative Government...

taxation would be necessary, he confirmed, to help to finance the substantial reductions in personal taxation which would be made by an incoming Conservative Government...

to buy their family's food at the cheapest possible prices. These things will not be won by a Tory Party that believes in surrender...

The idea that this "miracle" could be achieved by securing an economic growth rate of three per cent throughout a further five years of socialist government was "beyond belief..."

Tory call for more open government

BY JOHN CHERRINGTON
MOVES towards greater openness in Government, embodied in the Freedom of Information Bill, would be welcomed by the National Union of Conservative Associations...

Plymouth voters regard election with indifference

VOTERS IN the neighbouring Devonport and Drake have so far treated the election with an indifference bordering on apathy. There is little in the way of poster advertising, air stickers or window cards...



Tory bugbear: Dr. David Owen, Foreign Secretary, campaigning in his Devonport constituency.

City takes cautious stance

BY PETER RIDDELL, Economics Correspondent
THE CITY is taking a cautious view of the possible impact of a Tory election victory on the stock market and on monetary policy during the rest of this year...



Family team: Carol Thatcher (left) who has returned from Australia to help her mother's election campaign.

Spending warning

BY NICK GARNETT
A WARNING against cutting public expenditure to pay for tax reductions was issued yesterday by the National and Local Government Officers' Association...

Rees urged to intervene over demo

HOME SECRETARY Merlyn Rees was yesterday asked to intervene in the wake of the violent clashes at a National Front rally in Leicester in which dozens of people, including 25 policemen, were injured...

Several leading firms of stockbrokers have, over the last week or two, produced lengthy reviews analysing the implications of a Tory victory...

Powell rival steps down

BY STEWART DALBY
THE prospect of Mr. Enoch Powell, the Official Unionist, being returned in his marginal seat of South Down, brightened considerably over the weekend with the news that Mr. Cecil Harvey, the rival Unionist, is withdrawing from the race...

LABOUR and Tory leaders

were accused of trying to net the voters to sleep with "soothing promises of a fantasy future"...

Colin Jones looks at the councils campaign

LABOUR'S best bet. Because of local feelings against local Conservative education plans, Tameside was one of the few areas to buck the national trend...

National poll adds spice to local government elections

PUBLIC INTEREST in local elections is never very marked at the best of times. This year, with the general election on the same day, the local campaigns are wholly lost to view...

places where the Liberals are still a local force, even if—as the opinion polls are suggesting—the Liberal vote has crumbled nationally...

regaining control of about 20 to 25 local authorities. The outcome now is anyone's guess. But considering that the biggest anti-government swing between two successive General Elections since the Second World War has been only just over 4 per cent...

though the Conservatives could lose their overall majorities in Leeds and possibly one or two other places if Labour does really well. There would seem to be little chance of Labour recovering enough ground to wrest back control of the Association of Metropolitan Authorities...

Colin Jones looks at the councils campaign

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though the Conservatives could lose their overall majorities in Leeds and possibly one or two other places if Labour does really well. There would seem to be little chance of Labour recovering enough ground to wrest back control of the Association of Metropolitan Authorities...

elections every fourth year, beginning in 1978. The other 44 opted for one-third at a time, in 1978, 1979, 1980, and then 1982, 1983, 1984, and so on...

worth (two losses last year) Labour need four and five gains respectively for control. In the other 44 districts with new boundaries in 1976—but whole council elections this year—Labour's only realistic hopes would appear to be Corby (four net gains needed) and Bristol (six net gains needed)...



size their commitment to defence spending.

Nonetheless, I doubt it being an issue among the run of voters, although local businessmen underline the fall in spending power of the smaller ships companies these days...

Miss Fookes has a reputation as a caring constituency member and her style of sensible moderation in all things has won approval from the apparently non-political majority...

The Liberal vote in both constituencies fell substantially in October, and this largely benefited Labour. Its destination this time is unclear and

Nevertheless, there is a very large defence element, as many dockyard workers and service families live there. Any reduction in defence expenditure would be catastrophic...

Old-style meetings with hecklers are out these days, and are replaced with canvassing and small party meetings. At both Tory meetings I attended...

Both candidates were at pains to deny this, and were rather vague about the degree of control that could be placed on the unions. Neither did they specify how much tax relief Sir Geoffrey Howe would be able to offer...

Discontent over the unions and taxes have probably swung sufficient voters in Plymouth Drake to Miss Janet Fookes to prevent Labour's Brian Fletcher from upsetting her water-tight majority of 34. Union militancy has not been particularly apparent in the West Country...

The Drake constituency has no real focal point, and no centre of industry like the dockyard. It was described to me not as a town but a collection of villages, or small urban centres, surrounded by five large council estates.

Dr. Owen (Lab), Ken Hughes (C), Michael James (Lib).

October 1974: D. Owen (Lab), Dame J. Vickers (C), N. Westbrook (Lib), J. Hill (Ind Lib). Labour majority: 2,259.

Plymouth Drake Miss J. E. Fookes (C), Brian Fletcher (Lab), Cdr. A. Puttick (Lib).

October 1974: Miss J. Fookes (C), Brian Fletcher (Lab), Miss M. Castle (Lib). Conservative majority 34.

Tomorrow: Leeds

UK NEWS - LABOUR

White-collar aerospace unions vote for merger

BY NICK GARNETT, LABOUR STAFF

THE controversial move by the Engineers and Managers Association into new sections of engineering received two major boosts yesterday from staff associations in aerospace.

Mr. Lyons general secretary, said that 97 per cent of those voting had supported amalgamation. The first approaches on amalgamation with the EMA were made by the staff associations. Mr. Lyons appears now to be on the point of setting up a recruiting base within aerospace.

"We shall now proceed to set up an aerospace group within EMA alongside our shipbuilding, engineering and electricity supply groups and to obtain recognition as we did in shipbuilding."

Fraser told by AUEW leader he should quit

By Alan Pike, Labour Correspondent

MR. ROY FRASER, leader of the unofficial BL craftsmen's strike which collapsed this weekend, should consider resigning as a shop steward. Mr. Terry Duffy, president of the Amalgamated Union of Engineering Workers, said yesterday.

NatWest staff ballot shows majority against joining TUC

BY NICK GARNETT, LABOUR STAFF

MORE THAN half the members of the National Westminster staff association who took part in a ballot on affiliation to the TUC have indicated that they are strongly opposed to TUC membership.

The annual conference of BIFU decided this month that membership of any new clearing bank union must be direct to its TUC-affiliated umbrella body.

The union executive is investigating Mr. Fraser's activities to see whether he has broken union rules by organising action outside his own Oxford district. It is likely to be at least another three weeks before this investigation is complete.

Rules

Mr. Duffy, speaking at Eastbourne where the policy-making national committee of the AUEW meets today, said he appreciated the concern of the skilled workers about their pay but did not approve of Mr. Fraser's methods.

Power stewards expect offer to be rejected

BY OUR LABOUR STAFF

THE POWER WORKERS' unofficial national joint shop stewards' committee predicted yesterday that the management's pay offer, which is being put out to ballot, would be rejected.

Only 15.5 per cent said they were not opposed to joining the TUC, and a further 6.5 per cent were totally in favour of joining the TUC.

Midland Bank has abandoned plans to experiment with Saturday morning opening after union opposition.

Industrial Bank of Finland Ltd, Land and Industrial Mortgage Bank Ltd, Finnish Real Estate Bank Ltd. Kuwaiti Dinars 5,000,000. 7 1/2 per cent. Guaranteed Finnish Municipalities Notes due 1989. Unconditionally and irrevocably guaranteed by the Republic of Finland. Issue price 99 1/2 per cent. Kuwait Investment Company (S.A.K.) Kansallis-Osake-Pankki, Union Bank of Finland Ltd, Bank of Helsinki Ltd, Okobank, Skopbank.

BUSINESSMAN'S DIARY

UK TRADE FAIRS AND EXHIBITIONS

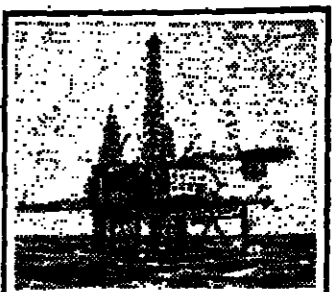
Table with columns: Date, Title, Exhibition, Venue. Includes events like Numerical Control Equipment Exhibition, Storage, Handling and Distribution Exhibition, International Fire, Security and Safety Exhibition.

OVERSEAS TRADE FAIRS AND EXHIBITIONS

Table with columns: Current, Title, Exhibition, Venue. Includes events like International Book Fair, International Spring Fair, International Household Fair, AGRO '79-Northern Agricultural Fair.

BUSINESS AND MANAGEMENT CONFERENCES

Table with columns: Date, Title, Conference, Venue. Includes events like ESC: International Conference on Trans-National Data, IMRA: Planning Our Markets for the Mid 1980s, BCPA: Credit Control.



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ONE-DAY SEMINAR PLUS Free "Miniature" COMPUTER EXHIBITION. An Introduction to Personal and Business Computing. Venue: West Centre Hotel, Little Road, London, SW6. Dates: 12 May, 1979.

EUROPEAN COAL AND STEEL COMMUNITY DM 150,000,000 7% Bond Issue 1979/1991. Interest rate: 7% payable annually on 15th April. Issue price: 100%. Life: 12 years maximum. Redemption: Beginning April 15, 1984, through drawings of series by lot at par. The annual instalments in the first 4 years will be DM 10 million each, DM 20 million in the fifth year, and DM 30 million each in the last 3 years. Deutsche Bank, Dresdner Bank, Commerzbank, Westdeutsche Landesbank, Girozentrale, etc.

# Building and Civil Engineering

## £10m shopping centre started

ANOTHER STAGE of the town centre development at Harlow, Essex, has been started under a £10m contract awarded to Higgs and Hill.

## Sunley busy in London

CONTRACTS IN London totalling £8.3m have been won by Bernard Sunley. The largest is at Fetter Lane, EC1, where it has just begun the construction of a £6m, nine-storey air-conditioned office.

## Variety for R. M. Douglas

A WAREHOUSE to be built at a cost of £4.7m for BL Cars Limited at Basingstoke is the largest of the latest contracts announced by R. M. Douglas Construction.

viding shopping under cover and having direct access, also under cover, at both ground and first floor level from a new multi-storey car park.

aggregate faced pre-cast units. Main entrances are to have automatic sliding doors set in stainless steel arches.

## £2m houses and flats by Laing

A FURTHER 112 houses and flats are to be built for the London Borough of Hounslow under a contract worth more than £2m awarded to John Laing Construction.

At Layton Road, 24 three-bedroomed houses and a three-bedroom warden's house will be built, along with 85 one-bedroom flats for the elderly in a four-storey block.

## Costain to fit out stores

FITTING OUT of two new stores for British Home Stores in Staines, Middlesex, and Milton Keynes, Bucks, under contracts totalling over £3m, is to be carried out by Costain Construction.

## £2.6m shop and office project

WILLETT HAS been appointed main contractor for the construction of a £2.6m shopping and office development for International Stores in Twickenham, Middlesex.

The project involves the construction of a supermarket, multi-storey car park and two office wings. The supermarket which will cover most of the ground floor area will contain 3,700 square metres of retail shopping space with goods delivery areas at the rear.

## £6.6m awards to Fairclough

THREE CONTRACTS in Glasgow, together worth £6.6m, have been awarded to Fairclough Building.

Housing Association, starts at the end of April and will take 18 months to complete. Architects are Harold Buteaux.

Baxter and Paul, consulting engineers are Woolgar and Hunter and Partners, and quantity surveyors are Turner and Townsend.

## Sir A. McAlpine awards

COMBINED VALUE of two contracts awarded to Sir Alfred McAlpine and Son (Northern) is over £7.2m.

Another member of the Sir Alfred McAlpine Group, McAlpine Services and Pipelines, has been awarded a contract worth around £1m by Wales Gas.

## Three jobs for Bovis

UNDER A CONTRACT worth about £900,000, Bovis Construction is to build an engine and vehicle storage depot on the Cranborne industrial estate in Potters Bar, Herts.

## £5m work for Gleeson

THREE CONTRACTS worth over £3m have been won by Gleeson Civil Engineering. The largest is for the Thames Water Authority, Southern Division, for sewage treatment at Esher, Surrey, and is valued at £2.2m.

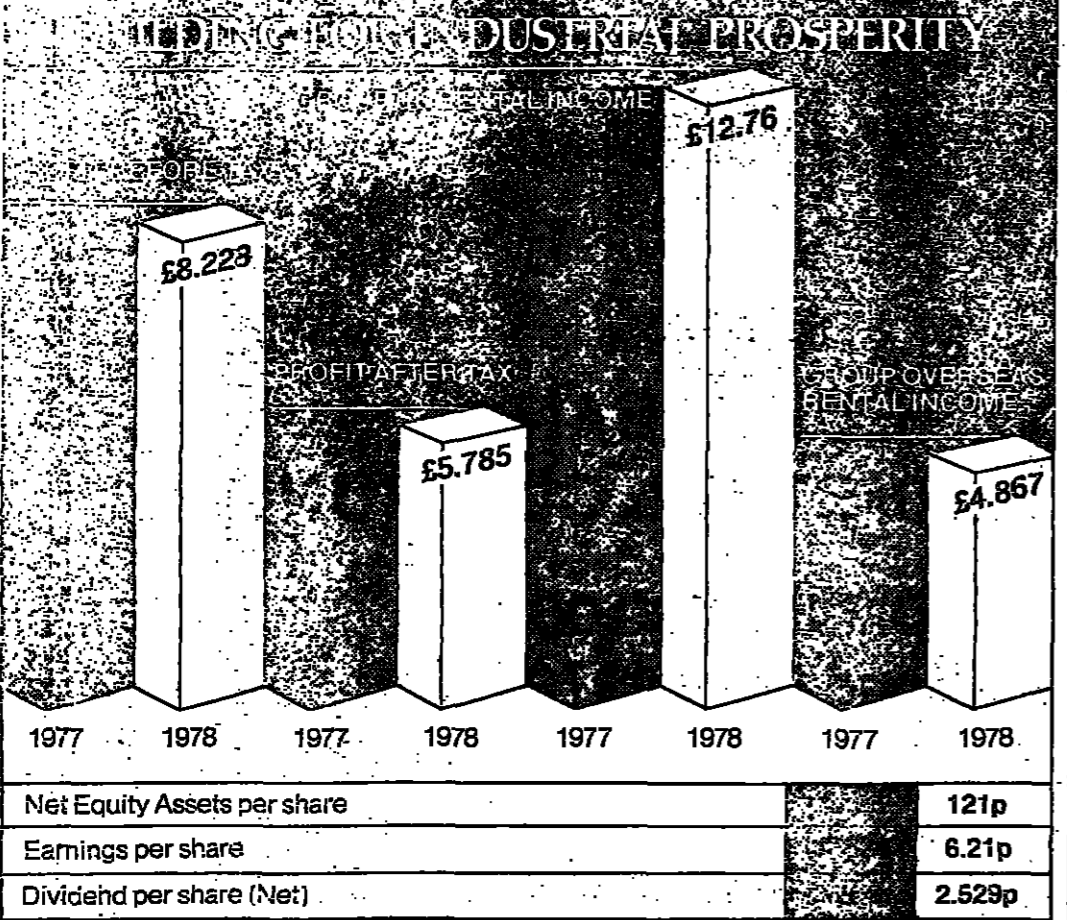
## £10m contracts go to Wimpey

LARGEST OF the latest contracts totalling about £10m awarded to Wimpey is from Blue Circle Industries for the removal of earth overburden at the Dunbar works of Blue Circle Cement.

National Coal Board at Houghton Main Colliery, near Barnsley. This involves the construction of two reinforced concrete coal stacking pads and access roads.

for Northampton Borough Council. The Peterborough project is at Morley Way, on a nine-acre site, and involves a 10,400-sq-metre factory and a 3,000-sq-metre office block, both of which are in steel frame construction with brick cladding.

# Slough Estates



**UNITED KINGDOM**  
A very satisfactory level of demand for factories and warehouses has been achieved in most areas. Rental income increased by 17.1% to £12,760,000 from lease renewals, rent reviews and new lettings.

**OVERSEAS**  
Canadian profits were at a record level and further new land has been acquired for development during 1979. Industrial lettings improved in Belgium and the Tourmal shopping project is well advanced.

## Resists the elements

AN OPAQUE satin wood finish claimed to be weather resistant has been introduced by Sikksens UK for exterior use.

## Four awards to Finnegan

FOUR CONTRACTS worth just under £1m have been won by J. F. Finnegan.

## Supervises Qatar gas production

BOTH THE production of gas from a field in West Qatar and its pipeline transportation to users in the Eastern part of the country will be remotely supervised from a control centre in Doha using computerized telemetry equipment supplied by Serck Controls of Leamington Spa.

## Egyptian cement plant

A CONSORTIUM headed by Polysius AG, Beckum, a Krupp subsidiary, is building in Assuit, Egypt, 300 km south of Cairo, a 1.1m tonnes per year cement plant.

## N. Sea generating sets

TWO Rolls-Royce SK 30M generating sets are nearing completion at Burntisland, Scotland, for CONOCO North Sea Inc. The sets, each with a site rating of 21,500 kW are to be installed later this year on the 48,000-ton Murchison platform, 120 miles north east of the Shetland Isles.

## COMPANY NOTICES

THE Bank of England has notice that new COLLUPON shares for the increased £100 million are available on or after July 1979 in exchange for the £100 million of £100 shares.

## PUBLIC NOTICES

THE BUCKINGHAMSHIRE COUNTY COUNCIL has notice that the increase in the Variable Rate of the Income Tax on the £100 million of £100 shares is 10%.

## Venture in Kuwait

THE RUGBY Portland Cement Company's wholly-owned subsidiary, The Rom River Company, has in joint venture with Mohamed Abdulmohsin Kharrif formed the Kuwait Steel Reinforcement Company.

## MACFARLANE GROUP (CLANSMAN) LIMITED

Year ended 31st December	1978	1977
Sales	£13,265	£9,284
Profits before tax	£1,207	£570
Earnings per ordinary share	10.53p	6.8p
Dividends per ordinary share	4.288p	3.84p

- Mr. Norman Macfarlane, Chairman, reports:
  - Group profits and sales up 11% and 43% respectively were both records
  - Scrip issue of 1 for 4
  - The maximum dividend is again recommended
  - Sales and profits in 1979 to date are ahead of the same period in 1978

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- IN BRIEF**
- A contract worth nearly £150,000 has been awarded to West's Piling and Construction Company by Fairclough Building to install 973 piles to support a low rise housing development at Thamestead, for the Greater London Council. West's is also to undertake a £35,000 piling contract at Selinas Lane, Dagenham, Essex, for Unigate.
  - A six-months study of the rehabilitation of a 4200-hectare mechanised farm in the north-west of the Nile Delta in Egypt is to be undertaken by Sir H. Macdonald and Partners. Main problems to be studied are salinity and waterlogging caused by a rise in the ground-water level.
  - Agent Plant Hire of Grayford, Kent, has formed a new division, Agent Plant Sales, to market civil engineering and construction plant in the UK. Headquarters will be at the company's 80, Cannon Street, London, EC4A, office.
  - Contracts totalling over £1m have been awarded to Sir Robert McAlpine and Sons in Wales. It is to build a new terrace at Cardiff Rugby Park for the Welsh Rugby Union, while in Edinburgh it will construct a technical centre for Scottish and Newcastle Breweries.
  - Manchester International Airport Authority has awarded Taylor Woodrow Construction (Northern) a £182,000 contract for civil engineering work. The company is also undertaking coastal protection work at North Cliff, Tenby, for South Pembrokeshire District Council, at a cost of £412,000.
  - Latest types of construction machinery are to be demonstrated at a three-day show opening tomorrow at Hatfield, Herts, and organised by IPC Building and Contract Journals.
  - Seven acres of land have been acquired at Little Paxton, Cambridgeshire, by Huntline Gate for the construction of 40, four-bedroomed homes in varying designs some of which will be on 1-acre plots and priced at around £30,000.

## Slough Estates Ltd

234 Bath Road, Slough, SL1 4EE. Tel: Slough 37171. Telex: 847604

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

FOR THE Western business...

workings affect those associated...

Japanese companies tend to...

Why do Japanese employees...

All generalisations about...



Japanese shipbuilders: no clear distinction between management and workers.

would count for more in the...

Within the company Clark...

Each work group makes...

through what Clark calls...

New recruits from schools...

The number of voluntary...

Confucius still holds sway in Japanese industry

BY GEOFFREY OWEN

supposed, especially among...

vided a check on autocratic...

would be diminished and shame...

The lack of investment in...

Industry has borrowed on a...

country has become so rich that...

Signs of a change in attitudes...

Clark suggests that for...

The Japanese Company, by...

BACK pain is the second...

There are many known...

Up until the mid-1920s...

Not only is this a misnomer...

vertebral column, each separating...

Under certain circumstances...

In a great majority of...

EXECUTIVE HEALTH

BY DR. DAVID CARRICK

Backing away from work

Examination of these patients...

By taking the rather delicate...

some of the muscles served...

One way to prevent such...

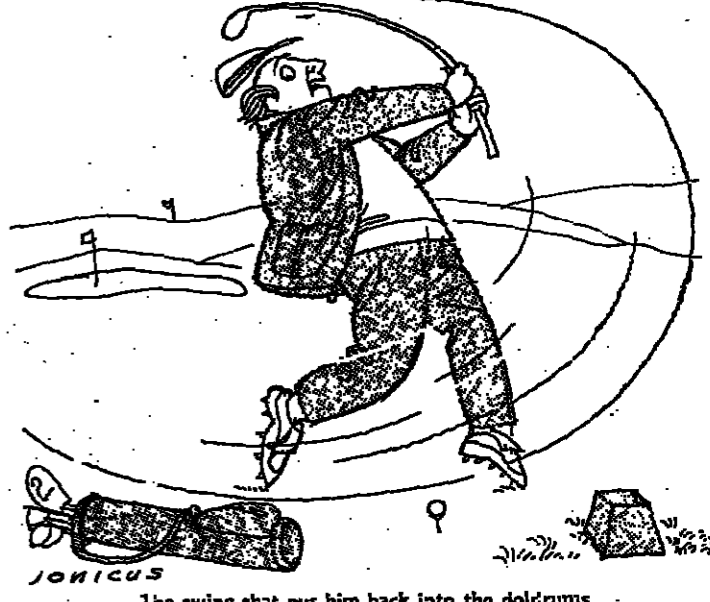
movements so sudden that...

Then there was a young man...

who had bought a new car...

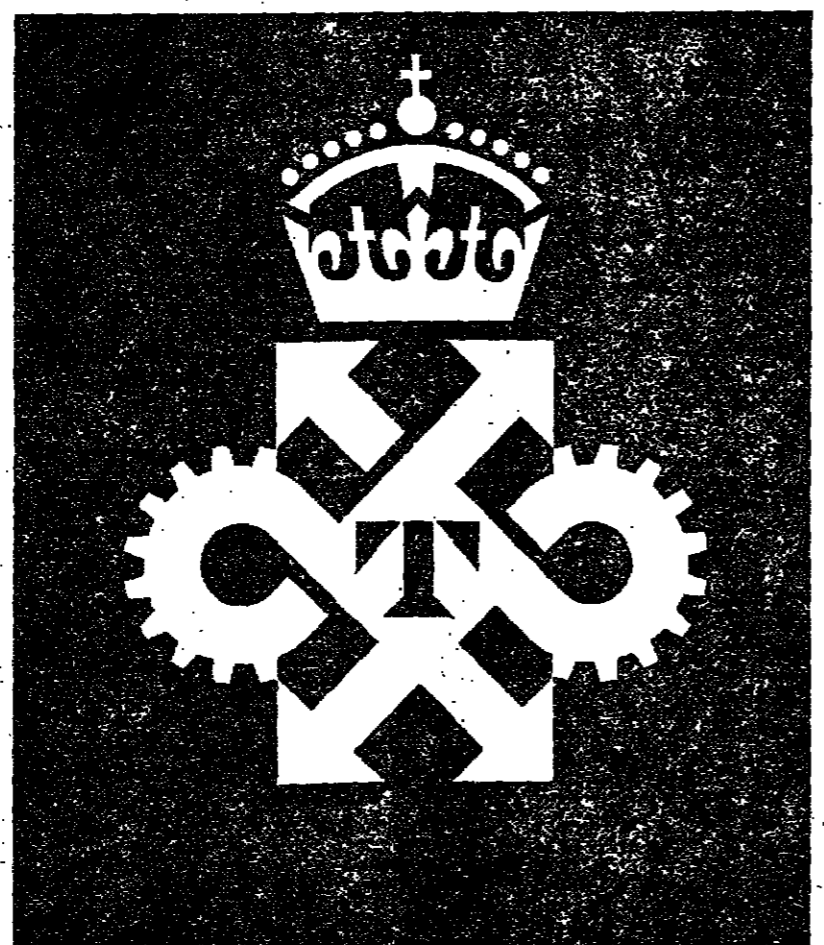
If we were content to walk...

A book by Dr. Carrick, based...



The swing that put him back into the doldrums

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Contact form for Mr. Donald Membery, Director of Training Services, Aldermaston Court, Reading, RG7 4PF. Includes fields for Name, Position, Company, and Company address.

CONSCRIPTION - its true cost

BY SAMUEL BRITTON

THERE IS no such thing as a free lunch... The fact that conscription (usually called National Service by its advocates) could enable us to have larger armed forces without paying the price...

Law does not spoon-feed unwary buyers

IF A person sells a car he knows it is in a dangerous condition but simply tells his buyer that it is being sold as seen and without warranty...

chaser, adequate warning of potential dangers of such a nature must be given...

passenger's appeal against the reversal he had suffered in the Court of Appeal...

THE WEEK IN THE COURTS

BY JUSTINIAN

COMPULSION, said the driver was not to be held liable for the damage done to the car...

repaired and the mechanic drove it to the sales where it was offered for sale at a reserve price of £10,000...

Low-rent estate built to help job recruiting

BY ANDREW TAYLOR

A NEW STYLE £1.4m housing estate designed to provide low-rent accommodation for local housing associations...

Mercer likely to choose Kris

I CANNOT SEE Joe Mercer falling to renew his partnership with Kris in the 2,000 Guinea race after Saturday's trial...

ENTERTAINMENT GUIDE

OPERA & BALLET: COLISEUM, Credit Cards, 01-234 5558. ENGLISH NATIONAL OPERA...

THEATRES

THEATRE: THEATRE COMPANY, 2554, Park Lane, West 7th...

RACING

BY DOMINIC WIGAN

as reports of his sparkling home-work with until then, more highly rated stable companions...

SCOTTISH

9.30 am The Light and Fire, 10.30 County News...

SOUTHERN

9.30 am Stationary Air, 9.55 Little House on the Prairie...

ATV

9.30 am Something Different, 9.55 Gardening, 10.30 News...

BORDER

9.30 am Solo On, 10.30 Johnny Quest, 10.50 Calens and Friends...

TYNE TEES

9.25 am The Good Word and North East News, 9.30 The Nature of Things...

CHANNEL

1.18 pm Channel News, 2.25 'Last Of The Renegades'...

ULSTER

10.30 am Calens and Friends, 10.45 Rap of the Loch...

WESTWARD

9.30 am George Hamilton, 9.55 Friends of Mac...

GRAMPIAN

9.25 am First Thing, 9.30 Tarzan, 10.30 News...

YORKSHIRE

9.30 am Unseen Frontiers, 10.00 Rainbow, 10.15 True Tales...

ART GALLERIES

RAINFORD GALLERY, Green Garden, Rainford, Merseyside...

TV Radio logo and text: Indicates programmes in black and white

BBC 1 schedule: 6.40-7.55 am Open University (Ultra high frequency only)...

LONDON

9.30 am Noddy, 9.40 Snabud Junior Cartoon, 9.45 The Ghost Train...

GRAMPIAN

9.25 am First Thing, 9.30 Tarzan, 10.30 News...

WESTWARD

9.30 am George Hamilton, 9.55 Friends of Mac...

F.T. CROSSWORD PUZZLE No. 3953

Crossword puzzle grid with numbers 1-26

Crossword puzzle clues: 1 Behaviour that gets by in Lancs (6), 2 The French boy in 3 is confused and full up (7)...

ANGLIA

MON, AP. 23 1979, 8.00 News, 8.30 News, 9.00 News...

BBC Radio 2

5.00 am News Summary, 5.02 Tony Blair (S), 5.05 News...

BBC Radio 2

5.00 am News Summary, 5.02 Tony Blair (S), 5.05 News...

The solution of last Saturday's prize puzzle will be published with names of winners next Saturday.



Open Space

P.S. Your Cat is Dead

by B. A. YOUNG

Vito, the burglar who breaks into Jimmy's Greenwich Village apartment, is so wet that he soon finds himself face down...



Derek Deane and Monica Mason

Covent Garden

Liebeslieder Walzer

by CLEMENT CRISP

"Never have I moved so lightly. I was no longer a human being. To hold the most adorable creature in one's arms...

But accepting the unappealing design, and all else is fine. In this first part, the dancers are social beings, the girls in heeled slippers...

Warehouse

The Churchill Play

by B. A. YOUNG

Howard Brenton's The Churchill Play has been reviewed here twice before, so I can summarise the plot briefly. In 1984, the inmates of Churchill Camp...



Raymond West and Hilton McRae

Festival Hall

National Youth Orchestra

Mahler's Fifth Symphony, given on Friday by the National Orchestra of Great Britain, was not just another Mahler performance to bump up this year's Festival Hall total...

Arts news in brief

The Poetry Book Society Choice for Spring 1979 is The Singing Mesh by Terence Tiller, published by Chatto and Windus at £3.00, the 1,000 members of the Poetry Book Society receive four quarterly choices a year by post.

Lyric is being restored. A new studio theatre has been added, along with spacious foyers, bars and a restaurant.

Concert of early music. The growing interest in early music is to be encouraged further next month with the opening of a new concert hall in Mayfair.

Alfred Deller. He will be accompanied by Robert Spencer on a lute which dates from 1584.

CRICKET BY TREVOR BAILEY

Problems facing sponsorship

A SURPRISING number of cricket lovers braved the cold, damp and dark conditions at Lord's on Saturday to watch the opening first-class match of the season, when the champions, Kent, met an interesting and powerful MCC XI under Mike Brearley.

Packer has been granted the exclusive television rights to Test cricket in Australia and if a compromise has been reached between the Australian Board of Control and WSC.

TENNIS BY JOHN BARRETT

Top four ensure Dallas thriller

WHILE THE domestic season opened quietly last week with the Debenham's Cumberland Club tournament in Hampstead, the international action centred on Houston where the last four of the eight places in the World Championship Tennis finals in Dallas next week were being decided.

currently ranked fifth in the world. The presence of this quartet in Dallas assures next week's finals of probably the best field ever assembled there.

Lucinda Prior-Palmer fourth time victor

LUCINDA PRIOR-PALMER created a new record yesterday by becoming the first rider to win the Badminton Horse Trials Championships for the fourth time. Her previous victories were in 1973, 1976 and 1977.

third on the Queen's horse Columbus. Princess Anne, riding another of the Queen's horses, Goodwill, was in sixth position.

CRICKET BY TREVOR BAILEY

Problems facing sponsorship

of over 630 people, with more than 100 having to be turned away. This function officially celebrated the winning of the Schweppes county championship and the Benson and Hedges Trophy.

Lucinda Prior-Palmer fourth time victor. It was a close fight. The first three places in the championship were separated by less than five penalty points, the cost of having one fence down in the show-jumping.

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A framework for energy

FOR THE UK, as for other industrial countries, the future availability and price of energy should be one of the most important issues for public debate. Partly because of slow economic growth and partly because of the temporary advantage of North Sea oil and the number of difficult political and industrial decisions have been deferred, but not for much longer; the next government cannot avoid dealing with them. Yet the Party manifestos have very little to say on the subject.

Multinationals

The Labour Party claims that the country's energy resources have been extensively developed "thanks to the skills of our workers," the contribution from private capital, most of it from the dreaded multinationals, is ignored. The manifesto speaks of progressively increasing the national stake in the North Sea "to safeguard the British people and to regenerate British industry." The Tories promise a complete review of the British National Oil Corporation and incentives to encourage new North Sea production.

Although all three parties speak of the need for energy conservation, the manifestos give little guidance on the framework within which decisions on energy questions would be taken. If this lack of certainty stems from a recognition that the central government's ability to determine the pattern of energy supply and demand is extremely limited, so much the better. But the danger is that without clear criteria, consistently applied, governments will continue to take ad hoc decisions in response to political pressures, and the long-term objective of secure energy supplies at the lowest practicable cost will be jeopardised.

Manipulation

The starting point for an energy policy must be the principle of treating the energy industries as far as possible as ordinary industries, subject to normal commercial disciplines. This applies particularly to pricing. In the past few years there have been periodic attempts to manipulate prices to achieve objectives or to boost artificially the competitiveness of one fuel at the expense of another.

A harder line in Pretoria

The West has long been virtually alone in trusting South Africa's good intentions over Namibia. Now this trust is once again being put to the test—and severely so—by South Africa's apparent willingness to consider an internal settlement in a second of its neighbours. Even before the outcome of last week's elections in Rhodesia became clear, the Democratic Turnhalle Alliance, which controls the "Constitutional Assembly" in Windhoek, called on South Africa to form an interim government in Namibia. And South Africa has stopped only just short of doing so.

Obscurity

Like Mr. John Vorster's unilateral decision to hold elections in South West Africa last December, such a move would be a direct rebuff to the UN-in-general and the Western Contact Group in particular. This group, consisting of Britain, Canada, France, the US and West Germany, has been trying to persuade Pretoria to end its policy of abridgment over South West Africa which has maintained since the Second World War. Some members of this group continue to insist that they do not doubt the good faith of the South Africans. The announcement of the interim government, they suggest, could be to give the Constituent Assembly sufficient powers further to dismantle apartheid in Namibia. In their view it could also be intended to help Mr. Dirk Mudge, chairman of the DTA, to win the support of the so-called centrist groups in Namibia.

But even these optimists admit that the announcement of an interim government could be the step before a UDI. When the Western Contact Group was formed exactly two years ago the original idea was that the five front-line states—Angola, Botswana, Mozambique, Tanzania and Zambia—would "deliver" SWAPO and the five Western nations would deliver South Africa. In the event the five front-line states, in particular Angola, have been more successful than the West. Concessions forced on SWAPO include its agreement to defer demands that Walvis Bay, Namibia's life line to the oceans of the world, should not be an

THE JAPANESE steel industry has an estimated 40m tons of capacity lying idle...

THE JAPANESE steel industry has an estimated 40m tons of capacity lying idle—out of a total of 132m tons. Its export face quantity controls—in Europe and a "trigger price" system designed to restrain price competition in the U.S.—for the most part at least among the big integrated steel makers is more cheerful and confident today than any time in the past three years.

That is true particularly when they weigh their future prospects in world steel trade. The moral seems to be that, whatever trends emerge in the world and in the domestic economy, the men who rebuilt the oldest and most powerful Japanese industry from the ruins of World War Two retain the knack of turning them to advantage. Business has been difficult for the steel industry during most of the period since oil prices quadrupled in 1973. The aftermath of the OPEC decision was a steep drop of domestic demand by 1977 to only 70 per cent of the pre-1973 peak.

Change in demand

Domestic demand during the period of crisis underwent serious structural changes. During 1964-73, GNP expanded by 10.2 per cent annually, which translated into a growth of steel demand of nearly 14 per cent a year. Real GNP growth fell to less than a third of the previous rate in 1974, and fixed capital investment (which used to account for 70 per cent of steel demand) fell from 37.2 per cent of GNP to 31.2 per cent in 1977.

IMPROVED FUEL EFFICIENCY

Table with 2 columns: 1970, 1977. Rows: Fuel rate (518 to 472), Coke rate (478 to 434), Production rate (82.4 to 88.4), Continuous casting ratio (7% to 47%).

Raw steel production in the first quarter of 1979 was up 11.7 per cent over the comparable quarter a year ago. For the year to March 31, crude steel output was up by a much more moderate 4.4 per cent to 105.03m tons (which is 12.5 per cent below the peak recorded in 1972-73).

MEN AND MATTERS

Less froth from Allied

It has been the custom of Allied Breweries to hold its annual general meetings at the London Hilton and give the shareholders a bit of a thrash-up. Not so in 1978: the AGM will be held on May 15 at the Chartered Insurance Institute, a grand but distinctly austere, City edifice.

Flight to jail

One of the more nefarious aspects of the arrest of two young Englishmen in Zambia, where they arrived allegedly to fight for Ian Smith, is that they stepped out an Aeroflot plane. They had come, it was reported, from Moscow—and seemed to imagine that the flight ended in Rhodesia.

Tax confessions

Tax collectors the world over tend to keep their heads down, but see that the New Zealand Inland Revenue is indulging in some discreet official blackmail. An item headed "Voluntary Disclosures" in the NZ Chartered Accountants' Journal lets it be known that the Revenue has been "increasing its audit coverage" and that the consequences for tax offenders can be "very painful."

Fast breeder

Brazilian goal-fanciers are apparently becoming a trifle impatient with British goal breeders, from whom they would

Old Lib

A colleague reporting the mood in a Lancashire election marginal decided to try some "vox pop" investigation in the street. He approached a little old lady, well into her seventies. "I did not approve of the Lib-Lab pact," she said. "You see, I used to be a Young Liberal." It was clearly the kind of deal that would never have happened in Lloyd-George's day.

Chinese cheer

European wine-growers, sloshing about in their lakes, can take comfort that one distant competitor has ambitions in a completely new market. The Australian vineyards are now anticipating big business in China.

Cabin coinage

Fasten your lapstrings: a new word is in the air. A full-page advertisement by Boeing, crowing over the British Airways order for the 757 aircraft, describes the space available to passengers: "Garment bags lie flat. And there's still room for carry-ons."

Lime Street lift

Lloyd's will metaphorically sprout wings at the weekend, when a pre-constructed "office pack" will be hoisted eight storeys to the top of its underwriting building in Lime Street. The street will be shut while a 150 ft crane lifts the sections from the backs of heavy lorries.

Recipe for recovery of Japanese steel

BY RICHARD C. HANSON in Tokyo

JAPANESE STEEL: PERFORMANCE AND PROSPECTS

Table with 6 columns: Fiscal year, Home demand, Exports, Output, Opening rate (%). Rows for years 1970/1 to 1983/4.

\* Estimates by Nomura. † Projections by Nomura. Source: Japan Iron and Steel Federation

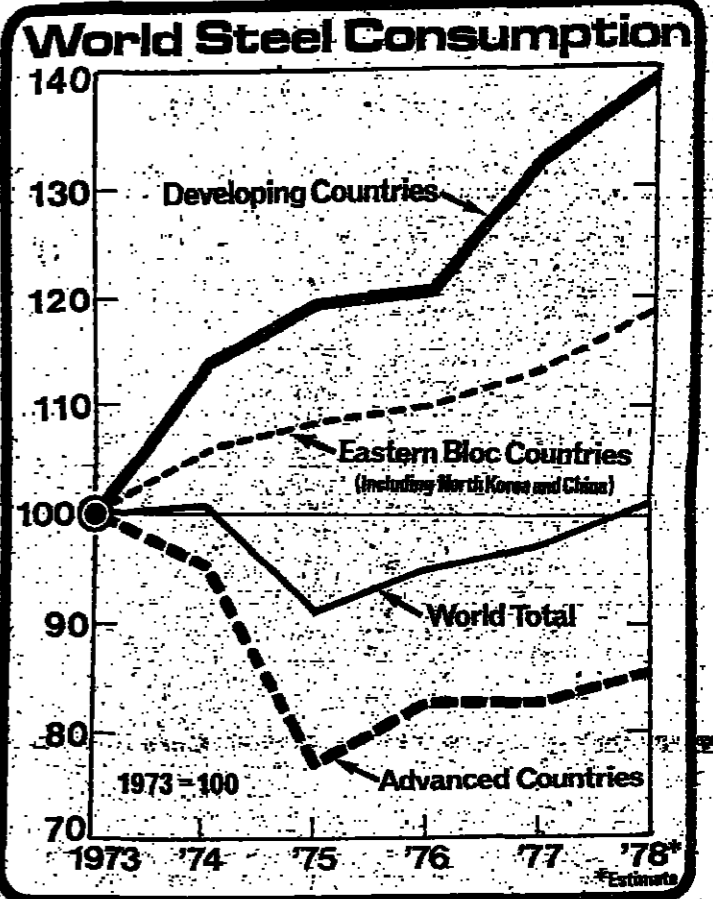
Industry (MITI) guidelines appear likely to keep prices firm. The guidelines system is traditional in Japan. In the case of the European Coal and Steel Community has adopted something comparable. Inventories have shrunk to comfortable levels in Japan.

Actual results surprising

When the U.S. Government implemented a system of "trigger prices" in April of last year there was much fretting over how it would affect shipments from Europe and Japan. The minimum prices were based on the estimated cost of producing in Japan—the world's most efficient producer. Actual results have been somewhat surprising. Shipments in 1978 from Europe to the U.S. increased 9.2 per cent as demand in the U.S. improved.

Growth of demand

Demand for steel outside the big three traditional markets—the U.S., EEC and Japan itself—has grown faster than demand in the Big Three. This trend is expected to accelerate in the 1980s. The Big Three accounted for 54.3 per cent of world demand in 1970, 43.9 per cent in 1976, and may fall to only 41.2 per cent by 1983, according to a projection made by the Nomura Research Institute.

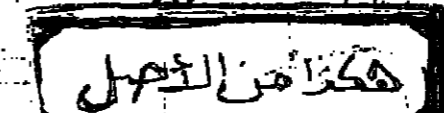


It is not difficult to imagine a situation where Japanese exports to the industrialised world remain flat at prices kept at levels high enough to prove very attractive. At the same time, Japan is poised to meet successfully the requirements of areas where demand for steel is emerging. This is particularly true of neighbouring China, which this year will become the biggest single market overseas for Japanese steel.

Innovations make savings

Only Japan and the EEC have sufficient amounts of excess capacity in the broadest range of steel products to adapt to new and changing areas of demand. From the Japanese point of view, the grinding economies of countries like South Korea and Taiwan will pose only limited competition in the export market. Both of those countries still import more steel than they export. This leads on to the question of how Japan can justify a large measure of confidence in its steel industry. Although it is generally felt that the level of understanding, technology and know-how in the still somewhat mysterious processes of making steel is unsurpassed by the steel makers of any other country, Japan has always been heavily dependent on innovations and technology developed in both Europe and the U.S.

Advertisement for Ward Brothers (Sherburn) Ltd. The Steel Framed Industrial Building Specialists. Features a logo with a crown and the year 1979. Text includes 'THE QUEEN'S AWARD FOR EXPORT ACHIEVEMENT 1979' and contact information for the company.



Monday April 23 1979

هكذا من الظاهر

# Saudi Arabia

Saudi Arabia has been placed in a cruel dilemma by the Egyptian/Israeli peace treaty and has opted for safety in the Arab fold of rejection. No longer can it be expected to meet increased international demand for oil. Meanwhile, the Saudi rulers still struggle to reconcile rapid development with the maintenance of tradition.

## دالاه

AGENCIES — CONTRACTING — MAINTENANCE — OPERATION

# DALLAH ESTABLISHMENT BULLETIN OF INFORMATION 1979

**RIYADH HEAD OFFICE**  
1. NASRIYA ST.  
2. OLAYA ROAD  
TEL: 4641131  
P.O.B.: 1438  
TELEX: 201036 DALLAH SJ  
CABLE: DALLAH RIYADH

**JEDDAH BRANCH**  
PALESTINE ST.  
TEL: 55422  
P.O.B. 2618  
TELEX: 40482 AVCO SJ  
CABLE: DALLAH JEDDAH

### I. MAINTENANCE & OPERATION ACTIVITIES

1. Air Defence Facilities
2. Government Administration Complexes
3. Government Border Centres
4. Government Complexes Training Facilities
5. Hajj (Pilgrimage) Air Terminal Facilities
6. Traffic Lights, Controllers and Systems in all cities of the Kingdom

### II. ELECTRONIC, ELECTRICAL AND MECHANICAL ACTIVITIES

1. Installation and commissioning of turnkey facilities involving electronic, electrical and mechanical facilities and installations like Weather Surveillance Radar, Radar, Runway Visual Range Systems, Transmitters, Automatic Stations, etc.
2. Installation and expansion of permanent and interim electricity networks for Government Centres and Complex Facilities
3. Power Generation Plant and Stations

### III. CONTRACTING ACTIVITIES

1. Establishment and operation of four modern driver Training Schools in the Kingdom
2. Road and Civil Constructions

### IV. COMMERCIAL ACTIVITIES

- A. Representation of leading international concerns and procurement and commissioning of Electronic Equipment Systems and complete Turnkey Projects in the fields of:
  1. Traffic and Instrumentation
  2. Meteorology and Electronics: Radar, Equipment and Turnkey Systems, Navigational Aids, Avionics, Satelite Systems and Weather Stations
  3. Air Traffic Control Equipment
  4. Instrument Landing Systems
  5. Telecommunications:
    - a. Telecommunication Operations and Systems
    - b. Public Telecommunications Systems
    - c. Private Communication Systems
    - d. Microwave Systems
  6. TV, Supply and Marketing of Videotapes
  7. Representation of the American company Doron for the production of simulator equipment and electronic teaching aids for driver instruction, awareness and traffic safety
  8. Representation of the Norwegian company Kongsberg for the gas turbine generators
- B. Representation of leading Arab TV organisations
- C. Production and distribution of TV Programmes and Series
- D. Light and Heavy Mobile Workshops for various uses

### V. PREVIOUS ACTIVITIES UNDERTAKEN BY THE ESTABLISHMENT

1. Distribution of surface mail throughout the Kingdom
2. Unloading of cargo from ships by helicopters

### VI. AFFILIATED AND ASSOCIATED COMPANIES AND PARTNERSHIPS

#### 1. DALLAH AVCO TRANS ARABIAN COUNTRIES COMPANY LTD. (DATACC).

Undertakes the maintenance and operation of vast civil, mechanical and electrical facilities in the Kingdom of Saudi Arabia and the other Arab countries. DATACC is currently implementing large projects in this field, some of which are:

- A. A five-year contract concluded with the Civil Aviation Department for the maintenance and operation of the civil, electrical and mechanical facilities, installations and terminal buildings and for the implementation of capital improvement programmes of (14) Civil Airports in the Kingdom
- B. A five-year contract with the Ministry of Defence and Aviation for the maintenance and operation of the civil, electrical and mechanical facilities and installations and the implementation of capital improvement programmes for five Royal Saudi Air Force bases throughout the Kingdom
- C. Various other maintenance and service contracts with Government Ministries, Agencies and Aramco

#### 2. THE MEDICAL CENTER COMPANY LTD. (MED-CENTER)

Specialises in the supply, installation and maintenance of modern electro-medical equipment with the co-operation of Philips and Siemens Companies particularly in the field of X-ray equipment. The activities of the Med-Center Co. cover hospital furniture, in-patient and out-patient clinics and turnkey hospitals and mobile hospitals.

#### 3. THE ARAB MEDIA COMPANY (ARMED)

Specialises in Public Media Services and the representation of leading Arab TV organisations and the production and distribution of TV Programmes and Series

#### 4. THE SAUDI PREFAB & PRECAST HOUSING CO. LTD. (SAPRECO)

Specialises in manufacturing prefabricated and precast housing units of various models

#### 5. DALLAH INDUSTRIES COMPANY LTD.

Undertakes the study, survey and implementation of medium and small scale industrial projects in the Kingdom of Saudi Arabia

#### 6. THE CONCRETE WORKS COMPANY

Specialises in the production of concrete and block elements for the Civil Construction Industry

#### 7. THE SAUDI AIR-CONDITIONING COMPANY

Specialises in the representation of leading International manufacturing concerns in the field of Air Conditioning Equipment. It also undertakes the design, supply and installations of Air Conditioning Systems for miscellaneous installations.

#### 8. AMARTEC COMPANY LTD.

Specialises in Rendering Services, Research and Technology activities related to the Environment

#### 9. THE SAUDI MARKETING AND TRADING COMPANY (SUMATCO)

Specialises in commercial activities with particular emphasis on the supply and marketing of Chemicals and Medicines

#### 10. Dallah Establishment is also involved in the activities of several leading concerns like Tihama Advertising Agency, Okaz Printing concern, Okas Publishing concern, The Saudi Arabian Hotel and Tourism Company, among others

#### 11. SAUDI ELECTRO MECHANICAL COMPANY (SAEMCO)

For power stations installation and maintenance and electrical network installation

#### 12. TRANS ARABIA SUPPLY COMPANY (TASCO)

Supply of material, equipment and services throughout the Kingdom

#### 13. NATIONAL EMPLOYMENT SAUDI COMPANY (NESCO)

Supply of manpower throughout the Kingdom

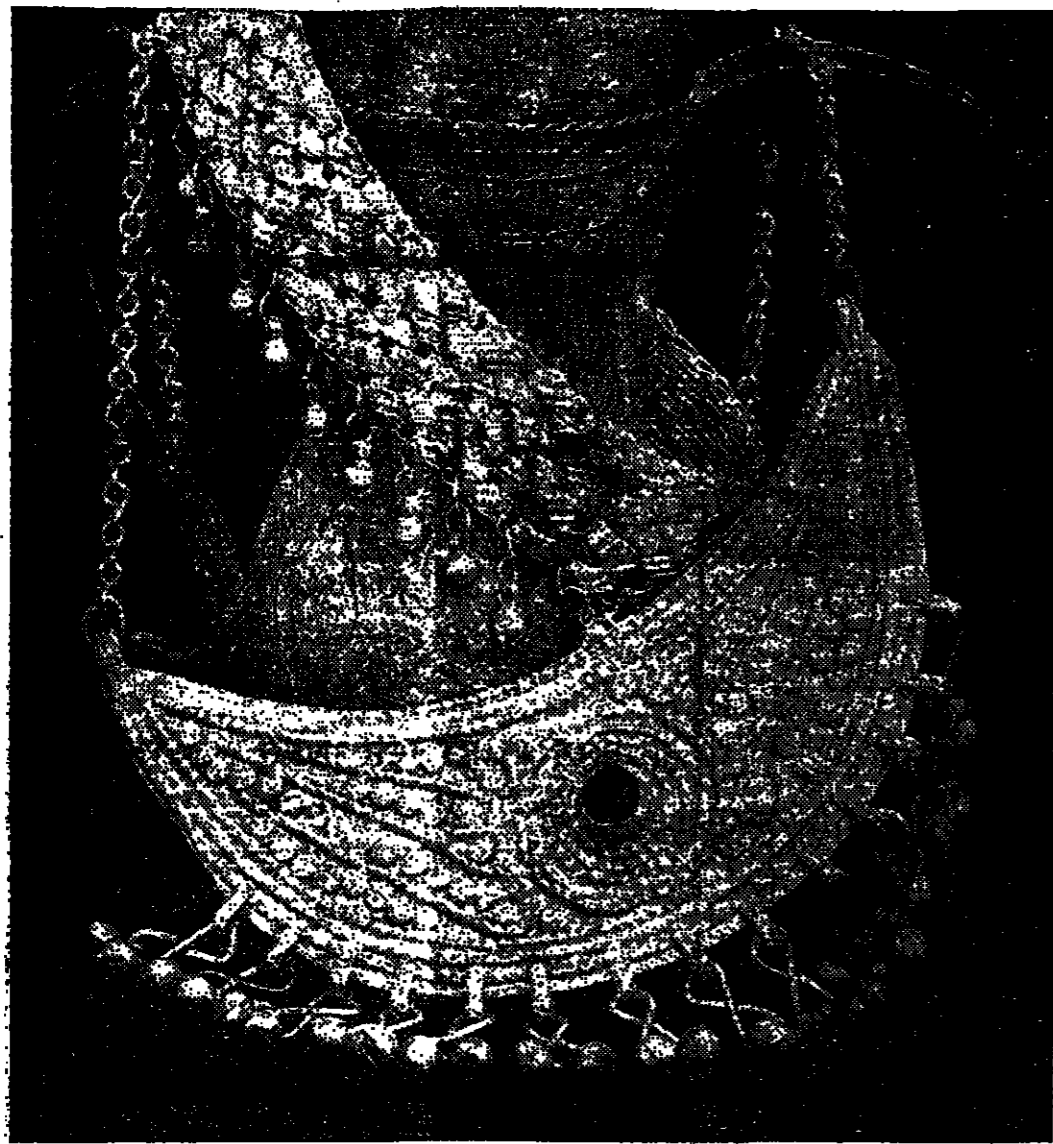
### VII STAFF

The staff of Dallah Establishment and some of its affiliates amounts to about 4,000 employees comprising a large number of engineers and specialists in the various fields of civil and road construction, sanitation, power generation, air-conditioning and mechanical, electrical and electronic installation and maintenance activities. The staff also comprises about 1,500 specialised technicians and assistants to undertake the arduous technical responsibilities of maintenance and operation activities and the other concerns of the Establishment. The administrative staff comprises Top Management Executives, Directors, Accountants, Translators and Study and Analysis Personnel, the remainder are Skilled Labour, Semi-skilled Labour, Ordinary Labour, Drivers, Watchmen, etc.

SAUDI ARABIA II

The wages of wealth

By Richard Johns, Middle East Editor



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Head Office: ALKHOBAR - SAUDI ARABIA

Telegrams: AHMAD ALGOSAIBI
Phone: 42866

AHMAD HAMAD ALGOSAIBI & BROS. COLLECTIVE COMPANY

ALGOSAIBI GROUP AT A GLANCE

Ahmad Hamad Algosaibi & Bros. originally founded in 1937 by the late Hamad Ahmad Algosaibi...

- TRADING: AHMAD HAMAD ALGOSAIBI & BROS. (COMMISSION AGENTS)
MANUFACTURING: NATIONAL BOTTLING CO. (PEPSISOLA)
HOTELS: ALGOSAIBI HOTEL, ALKHOBAR

- SHIPPING: THE SAUDI KOREAN STEVEDORING CO.
TRANSPORTATION: INTERNATIONAL ASSOCIATED CARGO
BANKS: THE SAUDI BRITISH BANK, SAUDI ARABIA

BRANCHES: DAMMAM, RASTANURA, AL-KHATIF, AL-HASSA, RIYADH, JEDDAH
General Merchants: Ship Owners & Agents, Industries, Insurance, Hotels

AS MUCH as ever Saudi Arabia remains a riddle enveloped in a stigma wrapped up in increasing layers of billion-dollar bills...

Because of its pivotal position as an oil producer, and the paper wealth amassed over the past five years, Saudi Arabia finds itself at the centre of the turbulent winds swirling around the Middle East...

The regional and international conjuncture is even more uncomfortable at a time when the Kingdom is grappling with considerable success with a programme of economic development more rapid than any other state can have experienced...

Last month's Egyptian-Israeli peace treaty has put a grave strain on Saudi Arabia. Not since the October War of 1973...

that it sees as fundamental to its security and well-being: the cultivation of a close friendship with the U.S. and promotion of the maximum pan-Arab consensus.

Saudi Arabia's predicament has been all the more cruel because of its special interest in Egypt and the maintenance at the centre of gravity of the Arab world of a moderate pro-Western regime.

From the start the prospect of a bilateral peace treaty between Egypt and Israel offering no promise of major Israeli withdrawal from occupied territories could cause only great anguish to the Kingdom...

Until President Carter's frenetic bid to conclude the pact the American Administration appeared to be labouring under the false belief that the Saudi monarchy was secretly opposed to the creation of a Palestinian state...

Arabia has developed close ties, seemed a betrayal. At the beginning of the year the Marxist regime in Yemen showed that renewed inclination towards military that led to the fighting between the two Yemeni Arabias...

Significantly, Saudi Arabia took the initiative in seeking a diplomatic solution to the Yemeni dispute within the framework of the Arab League. Having taken such a course it blessed a settlement of the conflict that was based on agreement by the two republics to merge.

The plan, if implemented, may only bring the Marxist peril closer. The invasion of North Yemen by exiled dissidents backed by South Yemeni regular forces and Cuban advisers was halted only by intense pressure on Aden from Syria and Iraq.

Confidence had already been shaken by the call by Senator Frank Church, Chairman of the Senate Foreign Relations Committee, both for a fundamental review of U.S. policy towards Saudi Arabia because of the Kingdom's non-cooperation with the Camp David process...

relationship with the U.S. had been badly impaired and expressed hopes that it would still achieve a comprehensive settlement. However, he was emphatic in stating the Kingdom's opposition to helping the U.S. in any way to replenish its oil supplies.

More immediately serious is the certainty that the Kingdom will not physically be able to meet incremental demand for oil even if it were willing to. Just over two years ago the Arabian American Oil Company was talking in terms of production potential of only 2.5m barrels a day...

It would be surprising if there had not been intensive debate within the Saudi hierarchy over whether to back the Egyptian bid to back the Crown Prince Fahd, the First Deputy Premier and the effective chief executive, opposed the rigorous nature of those adopted at Baghdad.

As a result of its disenchantment with the U.S. the Government did not discourage speculation that it might respond to Moscow's overtures by establishing diplomatic relations with Russia. The Kingdom can be relied on not to do so.

Objectives

Saudi Arabia has never had any doubt that one of the Soviet Union's strategic objectives is to gain a stranglehold on the oil fields of the Gulf and the supply routes from it.

Subsequently, and more alarmingly close at hand, Riyadh witnessed the revolution in Iran. The Royal House had no love for the Shah. Indeed, it resented his geopolitical pretensions, both fearing and feeling humiliated by his grandiose military expansion.

But it was still dismayed that President Carter would or could not do anything to save him. And the termination by the U.S. of its treaty with Taiwan, with which Saudi Arabia has developed close ties, seemed a betrayal.

Confidence had already been shaken by the call by Senator Frank Church, Chairman of the Senate Foreign Relations Committee, both for a fundamental review of U.S. policy towards Saudi Arabia because of the Kingdom's non-cooperation with the Camp David process...

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Now it can no longer be so amenable about supplies and prices because of the extent of Arab opposition to the peace treaty, quite apart from its anxiety about conserving oil reserves and doubts about the capacity of existing fields which have recently become apparent.

At the last OPEC meeting in Stockholm, Saudi Arabia's those of religion. King Khaled of the Kingdom would not have been far more open to the acknowledgement that the spectre of the oil crisis was more than King Fahd's personal concern.



مكتبة من الأعمال

# Slower growth planned

## THE ECONOMY

RICHARD JOHNS

FIVE YEARS ago, when the world was still recovering from the shock of near threefold escalation in the oil prices in almost as many months, few forecasters would have hazarded a guess as to when Saudi Arabia's receipts and payments would be more or less in balance. It seemed as if the Kingdom would remain indefinitely in substantial surplus. By the beginning of last year the country's ability to absorb oil revenues on a scale much greater than anyone had expected was recognised. Even so, Saudi Arabia was expected to earn excess revenues of \$10bn or more in the course of calendar year 1978. In the event, it was probably in deficit during the latter part of the year.

Almost bewilderingly, the picture now looks different again as a result of the Iranian revolution, the cutoff of Persian oil supplies and the demand pressures that led to an increase over a three-month period of nearly 15 per cent in the basic price of oil. The turnaround last year in the Kingdom's financial situation was an extraordinary one, and the revenue squeeze felt during that six months period will undoubtedly prove to have been temporary. Nevertheless, the experience has changed Saudi Arabia's economic perspectives and is likely to have a lasting effect on its thinking.

Saudi Arabia was as aware as any other member of the Organisation of Petroleum Exporting Countries of the erosion in the purchasing power of oil revenues. The sudden change in its circumstances brought the point home forcibly to the member best able to take a relaxed view of the phenomenon. It has had the effect of making the Kingdom more anxious than ever to maintain the purchasing power of its per-barrel revenues and has intensified its obsession with inflation.

The short-lived reversal of the Kingdom's fortunes has to be seen in the context of accumulated foreign assets that totalled \$60bn at the end of 1977. However, it reflected the remarkable success of the Saudi Government in overcoming the severe physical, institutional and human constraints on development spending since it embarked upon its second five-year plan in the summer of 1975, drastically reducing inflation. At the same time, the sharp fall in the price of oil emphasised the extent to which the Saudi economy is still based on one product and is, in theory, correspondingly vulnerable.

### Slack

Oil accounts for over 90 per cent of state revenue and—excluding refined products—nearly all the country's exports. As a result of market conditions that were slack until the last quarter, production fell by nearly 10 per cent last year, during which the price remained stable. Government disbursements, meanwhile, continued to rise in both absolute and real terms until last summer. Expenditure in the fiscal year ending last June amounted to about SR 130bn (the equivalent of \$38.7bn at the current exchange rate), an increase of some 30 per cent over the level of 1976-77.

For the first time since 1970 Saudi Arabia found itself contemplating a situation in which expenditure would exceed current revenues. In 1977-78 it managed not only to disburse appropriations fully but even exceed them. The final outcome, belatedly published by the Saudi Arabian Monetary Agency a fortnight ago, shows that spending was 17 per cent more than the budgeted figure of SR 111bn. The latter was only fractionally more than the aspiration expressed in the targets set for 1976-76 and 1976-1977, when disbursement rates were 73 per cent and 95 per cent respectively.

Last year's deficit was strictly speaking a budgetary one. Excess revenues would have been marginally higher than the amount earmarked for the budget. For Saudi Arabia fiscal and payments are closely related because of the state's predominant role in generating economic activity.

Notwithstanding a significantly greater outlay on imports (up by about one-third), services and transfer payments (not at least from foreign workers' remittances), SAMA estimated that the balance of payments surplus in 1977-78 was the equivalent of \$13bn, only a slight decline from the \$15bn calculated for the previous year. The greater part of this must have been accounted for the July-December period of 1977, when Saudi Arabia aligned its oil price with that of other OPEC members at a level 15 per cent above the previous year. By the early summer of last year, it seems, the Kingdom was moving into some kind of equilibrium on current account.

That might have been regarded as a healthy phenomenon by the Kingdom itself. The Saudi Government has complained in the past about the decline in the value of its accumulated surplus as a result of the dollar's depreciation, and insisted that it would prefer to use the money for development. Some 90 per cent of its foreign assets are held in the form of dollars for want of alternatives, and for the most part in long-term securities.

### Alternative

In 1977 Saudi Arabia would have lost through depreciation more than the \$4.5bn it earned in interest. Its position, however, has not been the same as that of Kuwait, which has deliberately built up a fund to provide an alternative source of income for future generations. The Kingdom's accumulated assets invested abroad should not be regarded as such, says the Saudi argument, but rather as money awaiting disbursement as soon as it can be absorbed.

It has its own arrangement with the International Monetary Fund whereby only a small proportion of its reserves are accounted for by the monthly statistics reporting members' gold and foreign exchange reserves—though the bulk of the country's foreign assets would qualify as liquidity. Last April the figures recorded fell from \$28.72bn to \$21.07bn as foreign exchange cover of note issues was deducted from the total. The Kingdom's sensitivity about the size of a surplus, so disproportionate to its native population of no more than 5m, is understandable, although it need feel no shame on the score of its generous performer as an aid donor.

When last September the Government had to ask SAMA to transfer SR3.2bn in extra-budgetary funds, it rather uncharacteristically announced the fact in the Official Gazette. On the occasion of the withdrawal of another SR6.7bn in February, Mr. Mohammed Abul-Khalil took the opportunity to say that it showed "We are only investors on a temporary basis." Accumulated reserves are sufficient to cover nearly two years' state expenditure and rather more than three years' imports at their current level. However, when confronted with the prospect of a deficit early last summer, the Government reacted by cutting back the appropriation of SR145bn originally proposed to SR130bn. One sound policy consideration behind the decision was to adjust disbursements to a rate that would not cause unacceptable inflation.

However, a second factor,

### Wealth

Feisal, who tried to keep the priesthood at arm's length.

It is as if the regime, faced by inevitable social strains resulting from rapid development and by foreign ways of expatriate manpower, has retreated defensively behind the barriers of social fundamentalism and religious conservatism. At the same time Government has sensibly slowed down the

totality at variance with the officially stated thinking about the surplus. That seemed to figure quite as large, was the almost poetic-like concern that the Kingdom should not live beyond its means. Oil production was running at a low rate at the time, admittedly, but was expected to show signs of recovery by the end of the year, anyway.

There have been positive elements amid confusion. The examination of appropriations showed that there was plenty of fat to be cut away, and the budgetary revision is said to have been a worthwhile exercise in stringency. One result has been a formal attempt to educate officials in cost evaluation. Inevitably, existing contracts came under close scrutiny. Despite the campaign against "inflated bids" two years ago and the fact, that, if here was once collusion in bidding, the contracting market is now very competitive, the Government claimed to have discovered many cases of totally unjustified overpricing and loaded contingencies.

No sooner was the January 1 oil price rise announced than Dr. Ghazi al Gossabi, Minister of Industry and Electricity, said that suppliers of goods and equipment had suddenly increased their prices. The principles of strict cost control and fiscal restraint are still being pursued with zeal and would be praiseworthy objectives in themselves. As it is the hapless victims of the campaign have been those contractors whose payments are months in arrears, even when no dispute over performance exists and although the flow of revenue is surging ahead of spending.

It can be explained, in part at least, by the blanket order to the effect that no department could spend more than 20 per cent of allocations without referring back to the Finance Ministry. In terms of fiscal and monetary terms, the device has proved a bludgeon. This application has been made even more ham-fisted by the differing interpretations of the guidelines by different ministries. The Royal Commission for Jubail and Yanbu, meanwhile, does not have to seek approval for its mounting expenditure on the infrastructure of the two industrial complexes on which the Kingdom's future diversification will be based.

Leaving aside the importance of getting value for money, the Saudi reaction to a liquidity problem that no one else would regard as a crisis might be seen as the Saudi equivalent of a "stop-go" economic policy. With most of the important infrastructure projects included in the second five-year plan under implementation, the virtual moratorium on the award of big contracts and the slowing down of the finalisation of others has been beneficial. The economy has about as much development in hand as it can comfortably digest.

### Reaction

Progress and growth have continued along the relatively even plane established from

pace of economic growth to ease tensions.

For many young educated Saudis the religiosity shown is to some degree irksome. So, too, are the privileges enjoyed by the proliferating Royal Family. Notwithstanding the opportunities open to everyone, it enjoys a disproportionate amount of the Kingdom's wealth.

### Avoided

The Monarchy, however, has avoided the gross errors and misjudgment made by the Shah. In most respects comparison is invidious. Saudi society is very different from Iran's. It is relatively homogeneous and the overwhelming majority of its population are Sunni Muslims to be more imagined respect for authority. Not the least there are no political prisoners in the Kingdom. Even so events across the water have prompted some talk of increasing participation in the governmental process in some way by expanding the long defunct 24-member consultative council. There is no apparent pressure for a change of the system as such.

Nevertheless, Saudi Arabia's rulers are faced with many problems in reconciling rapid economic development and desire for social change with traditional values, the maintenance of which is seen as essential for preserving the established order. Their task is made all the harder by the conflicting international pressures that the Kingdom cannot avoid.

of private sector builders (which surprised the Kingdom's planners) and the lending of the Real Estate Fund. In Jeddah there is now a surplus of flats, and rents for some categories of accommodation are reported to be as much as 50 per cent lower than the astronomically high levels of 1976-78.

In line with the general easing of the rate of economic growth to a more measured pace—which would still be the envy of almost any other nation on earth—the Kingdom's imports last year maintained an increase similar to that in 1977. Statistics of the Organisation for Economic Co-operation and Development record exports to Saudi Arabia by the main industrialised countries of \$11.5bn in the first three quarters of 1978, up 35 per cent over the same period of 1977. Sheikh Faisal Nasser, Minister of Planning, recently estimated that imports were running at an annual rate of \$17bn—the equivalent of those of Brazil.

The Government claims that the cost-of-living index fell by 1.6 per cent in 1977-78, compared with a rise of 31.5 per cent in 1975-76 and 11.2 per cent based on an out-dated index and a level of subsistence lower than the expectation of most urban-dwelling Saudis. A much more realistic measurement is the non-oil GDP deflator, which indicated that the rate fell by about one half in 1976-77 from a level of 40 per cent in the previous year. At the time of publication the figure for 1977-78 was not available. The evidence is that it is now edging somewhere in the region of 10 per cent.

The housing shortage has been considerably eased as a result of activity on the part

increase fell from 67 per cent in 1977 to 27 per cent in 1978. The number of motor vehicles was actually down marginally.

The decline was more dramatic for construction materials. The rise was only 18 per cent last year compared with one of 98 per cent in 1977. That could be seen as reflecting the slowdown in the award of public sector contracts and the halt to speculative building in Jeddah. By contrast, imports of equipment were up by no less than 200 per cent and foodstuffs by 57 per cent.

In the next fiscal year running up to the implementation of the Third Five-Year Plan the Government can be expected to keep expenditure below the rate that the higher oil prices and the tight supply situation in prospect would make possible. Allowing for the 60-day lag in payments, the Government began to benefit in March from the 5 per cent oil price increase imposed in the first quarter and the average level of production during it of 9.5m barrels a day from the main fields.

Pressures of demand should ensure that liftings are maintained up to the reimposed ceiling of 8.5m b/d, especially if the Kingdom sticks to a basic price lower than other OPEC members are setting. Either way, however, oil revenue in 1979 will approach \$50bn. Saudi Arabia is still very much a surplus state.

### Changes

Recently published figures about the volume of goods unloaded at the main ports give some indication of changes in the pattern of the market as well as tending to bear out Saudi complaints about the continuing high rate of imported inflation from the West. In terms of tonnage the rate of

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# Change of emphasis

## DEVELOPMENT

RICHARD JOHNS

LAST MONTH the Saudi Arabian Ministry of Planning finalised the draft of a development programme covering the 1980-85 period. The proposals are a tightly guarded secret. They will be—perhaps have already been—submitted to the Council of Ministers where an intensive inter-departmental struggle for appropriations can be assumed.

Strenuous efforts to win the support of Crown Prince Fahd, First Deputy Premier and the "father" of the second five-year plan, can also be expected. The final outcome, both the total figure of projected expenditure and the sectoral allocations, is unlikely to be published or even leaked until the summer of 1980 when the implementation of the Kingdom's third five-year plan will begin.

At this stage, however, the main change of emphasis is known. Having laid the basis of an adequate infrastructure, the Government's main aim will be to quote Sheikh Hisham Nazer, Minister of Planning, "the diversification of the Kingdom's economic base by directing the major part of capital and manpower to the productive sectors such as industry, agriculture, and mining." More scope and incentive will be given to the private sector. Manpower development will be a high priority and a more coherent attempt is to be made to adapt the educational system to match the direction of development laid down in the planning strategy.

The Government will endeavour to control its rate of expenditure so that inflation can be reduced to the minimum compatible with what are considered essential planning targets. Last but not least it has resolved not to let the size of the expatriate community increase.

### Current

Since it launched its current plan, which was aimed at consuming all its revenues, Saudi Arabia has accumulated considerable foreign assets of some \$40bn in addition to those that it held before. Yet to a large degree the Kingdom has confounded those sceptics who questioned its ability to spend the sum of nearly \$R500bn (the equivalent of \$142bn in 1975). While revenues have been nominally higher than was cautiously anticipated, the Government will probably have disbursed almost \$R450bn in the first four years of the plan ending in June.

No one, least of all in the Saudi Government, would pretend that fulfilment of expenditure targets alone is a measure of performance. A significant proportion of spending has been accounted for by inflation that has run at levels far higher than the 16 per cent built into the original plan projections. Nevertheless, Saudi Arabia has shown a much greater capacity to absorb revenue than most observers believed possible. It is anticipated that actual expenditure, for a variety of reasons, will fall short of appropriations, and the pressure to the plan. In the event, there was a budget deficit in the third year of implementation, 1977-78, and outlays may have exceeded revenues in fiscal 1978-79.

The First Five-Year Development Plan amounted to little more than a list of projects. The Second Five-Year Plan is said to have undergone too hurried revision after the fiscal implications of the oil price explosion of 1973-74 became clear. It was, therefore, less than a co-ordinated development programme. In practice, planning in Saudi Arabia is a "governmental process," as one adviser to the ministry describes it, reflecting all the princely and departmental rivalry that phrase implies rather than a coherent striving to follow a blueprint. Inevitably, the experience has been one of trial-and-error. By the end of the first year of implementation intolerable strains and inflation led to a "re-scheduling of priorities," though none of the goals spelt out in the document was ever abandoned.

Having not taken into full account the dearth of manpower, the physical constraints and administrative inefficiency the Government can take credit for its flexibility in overcoming problems as they have arisen in what has been a very formative experience. The most effective and dramatic action was the decongesting of the port under the draconian powers given to the specially created Saudi Ports Authority. Saudi, the national airline, also performed well in coping with ever-increasing demand intensified by fare cuts ordered by the state.

To tackle the labour shortage the Government adopted novel expedients in its wholesale import of Asian labour under contract and its insistence that foreign contractors should hire their own boat-loads, as well as accommodate them, while reserving the Yemams for the smaller jobs carried out for the most part by local companies, although it was never successful. In one sense the inadequacies of a bureaucracy in which all responsibility rests on a few over-worked and able men: at the top may have been a blessing. If contracts had been awarded as fast as was originally envisaged the economy would have been even more badly strained in the early stages. Quantitatively speaking there have been some successes:

For instance, the target of more or less doubling the educational system should be more or less fulfilled. But in one area of great social importance, the public housing programme, there has been a notable failure.

Stimulated by the enormous profits made possible by the shortage, the private sector has gone a long way to compensate for the slowness of the state projects to get off the ground. Moreover, although its operations were halted last year for a while by the discovery of malpractices, the Real Estate Fund had by the end of 1978 financed no less than 136,000 units of accommodation. But Sheikh Hisham Nazer acknowledges that by the end of the planning period the number of homes built would be 68,000 fewer than the number aimed at. Saudi businessmen also showed alacrity in investing in industrial plant to produce building materials, construction components and even prefabricated units in response to the shortages originally compounded by port congestion—that sent their prices soaring.

Saudi Arabia's Gross Domestic Product increased in real terms by 8.4 per cent in 1975-76, 15.7 per cent in 1976-77 and 2.0 per cent in 1977-78 to reach SR 223bn (the equivalent of \$64bn at the current exchange rate) at the middle of last year. The total GDP figure is somewhat notional in the sense that almost three-quarters of it is accounted for by the petroleum sector. Variations in price and production levels explained the variations in GDP growth over the three years.

Non-oil GDP registered gains of 20 per cent in 1975-76, 18 per cent in 1976-77 and 18 per cent in 1977-78. The annual average projected for the second five-year plan period was 13 per cent. During the first year of the plan the private sector lagged slightly behind at 16 per cent in the second year it edged ahead at 18 per cent and in the third fell back to 19 per cent. According to Dr. Dejal Bashir, Deputy Minister of Planning, the increase for non-oil GDP as a whole during the current fiscal year which ends in June should be of the same order as 1977-78. Despite the prospect of financial restraint in the 12-month run-up to the beginning of the third five-year plan a similar growth should be recorded.

Notwithstanding delays, plan targets will be exceeded and the non-petroleum economy nearly doubled in size. With the exception of the big industrial ventures that the public sector plans to carry out in partnership with foreign partners, the majority of projects envisaged in the Second Five-Year Plan are under implementation but many will run into the third plan period. Looking ahead, Sheikh Hisham Nazer says: "To a very large extent, spending on infrastructure which is currently under construction, together with recurrent expenditure on other items, will provide a spending pool already committed for the next few years."

As far as the productive sectors are concerned, the state's main concentration will be on developing heavy, hydrocarbon-based industry to maximise the added value from the

country's major but wasting resource. Essential to this ambition is the programme for exploiting the gas associated with oil production that was embarked upon in 1975 and is now well advanced, but which was beyond the purview of the second plan, although it proved to be one of the biggest items of expenditure.

### Reduced

Originally estimated to cost \$4bn, the project reduced in scale from the one originally envisaged—may consume as much as \$25bn or more by the time that it is completed by around 1985. Even at that price it needs no justification: an irreplaceable asset is being burnt. The coming energy crisis of fuel means that the investment must be justified in the long term and a profitable market for liquid petroleum gases will be found, even if there is over-capacity in the next decade.

The use of the fuel and feed-stock derived from the gas for heavy industrialisation in Saudi Arabia has prompted a debate of almost international proportions about the feasibility of various projects, comparative advantages, etc. But possession of a quarter or more of the world's known oil reserves and the world's biggest production capacity should mean that the Kingdom will eventually not only bring about a considerable transfer of technology but also enforce the sale of industrial products by making supplies conditional on their purchase.

Access to long-term supplies of oil are being offered to induce the prospective foreign partners to join foreign projects that will increase existing world over-capacity in the refining, petrochemicals, and metals industries. So far only one agreement on a steel-mill has been concluded, and there are some signs of Saudi impatience that others have not been finalised. But the delay seems to have been caused in part, at least, by the Government's indecision over how much oil it can make available in return for technology and marketing of produce.

The Government foresees the private sector investing in a considerable number of ancillary manufacturing plants stemming from these big projects. Sheikh Hisham Nazer says that underestimating its contribution, the construction of homes and the start-up of new industries was one of the biggest mistakes of the present plan. In the next reduction of state activity in areas where the private sector has shown vigour over the past four years, especially housing, is foreseen and a much greater share for it in overall capital formulation. The Ministry of Planning is setting up joint committees with representatives from the private sector covering different aspects of the economy and is establishing links with various chambers of commerce.

As it is, Government policy is directed at ensuring that Saudi business benefits as much as possible from the state expenditure programme. That is good political sense even if it is sometimes in contradiction

with the fight against inflation. For instance, there was the directive instructing foreign contractors to purchase food supplies from local merchants and not to import them directly. Tariff duties of up to 20 per cent are imposed on new industries.

A month before an aluminium fabrication plant started operations earlier this year, with the assistance of a loan from the Saudi Industrial Development Fund, a duty of 20 per cent was placed on competitive imported products. In the multi-billion dollar build-up of the infrastructure for the industrial complexes the Royal Commission for Jubail and Yanbu gives preference to companies not only according to the Saudi proportion of their capital but also the content of locally produced goods and materials produced in bids.

Saudi merchants' inclination to invest in manufacturing has been remarkable. At present there are no fewer than 800 projects in operation or under implementation with a paid-up capital estimated at the equivalent of \$2bn. By 1980 the official forecast is that there will be 1,300 such enterprises. A great deal—probably the majority—of production is accounted for by industry related to relatively simple construction, the voracious demands of which will sooner or later subside. The SIDF, which has financed a large part of the expansion in capacity, believes that in two or three years' time, lending opportunities, as they are defined under its present mandate, will have been exhausted. To continue a useful role authorisation to diversify towards services may be needed. The Government meanwhile is talking in terms of "agri-businesses" supplying 75 per cent of the country's food consumption. That would presuppose a miracle in the agricultural sector, which is lagging progressively further behind.

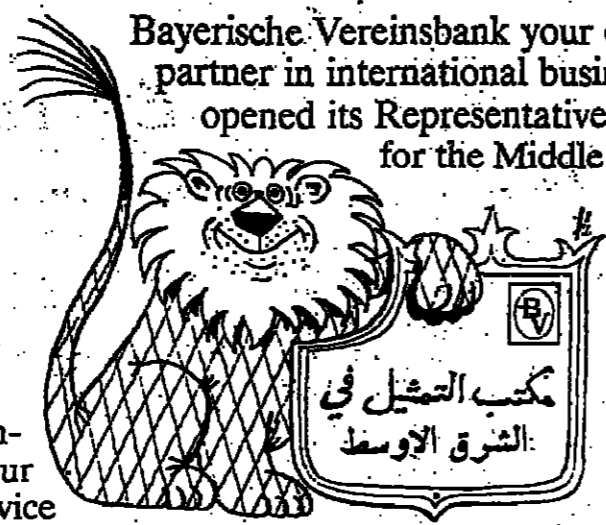
### Squeeze

Saudi Arabia has felt a squeeze on its revenue over the past two years. But growth over the next five years will not be impeded by lack of finance. "How does it feel to be free to develop an economy without any financial constraints?" Sheikh Hisham Nazer once asked himself rhetorically. He replied: "Well, it helps you identify all the other constraints." After embarking upon its second five-year plan it did not take the Kingdom long to learn the limitations imposed by infrastructure bottlenecks, shortage of manpower and administrative deficiencies.

Containment of inflation is one of two "critical elements" affecting the shape of the next plan identified by Sheikh Nazer, who regards as a priority "strategic and financial policies" to keep it to a minimum. Although nothing has been finally decided, the tendency will be to opt in principle for a rate of expenditure and growth that will not create socially disruptive pressures of demand. Nevertheless, reconciling control of prices and the expenditure required to build up the productive sectors will not be easy to achieve. The gathering programme managed by the Arabian American Oil Company has been kept relatively insulated from the economy in general—even to the point that as operator of the project it built its own jetties to offload the

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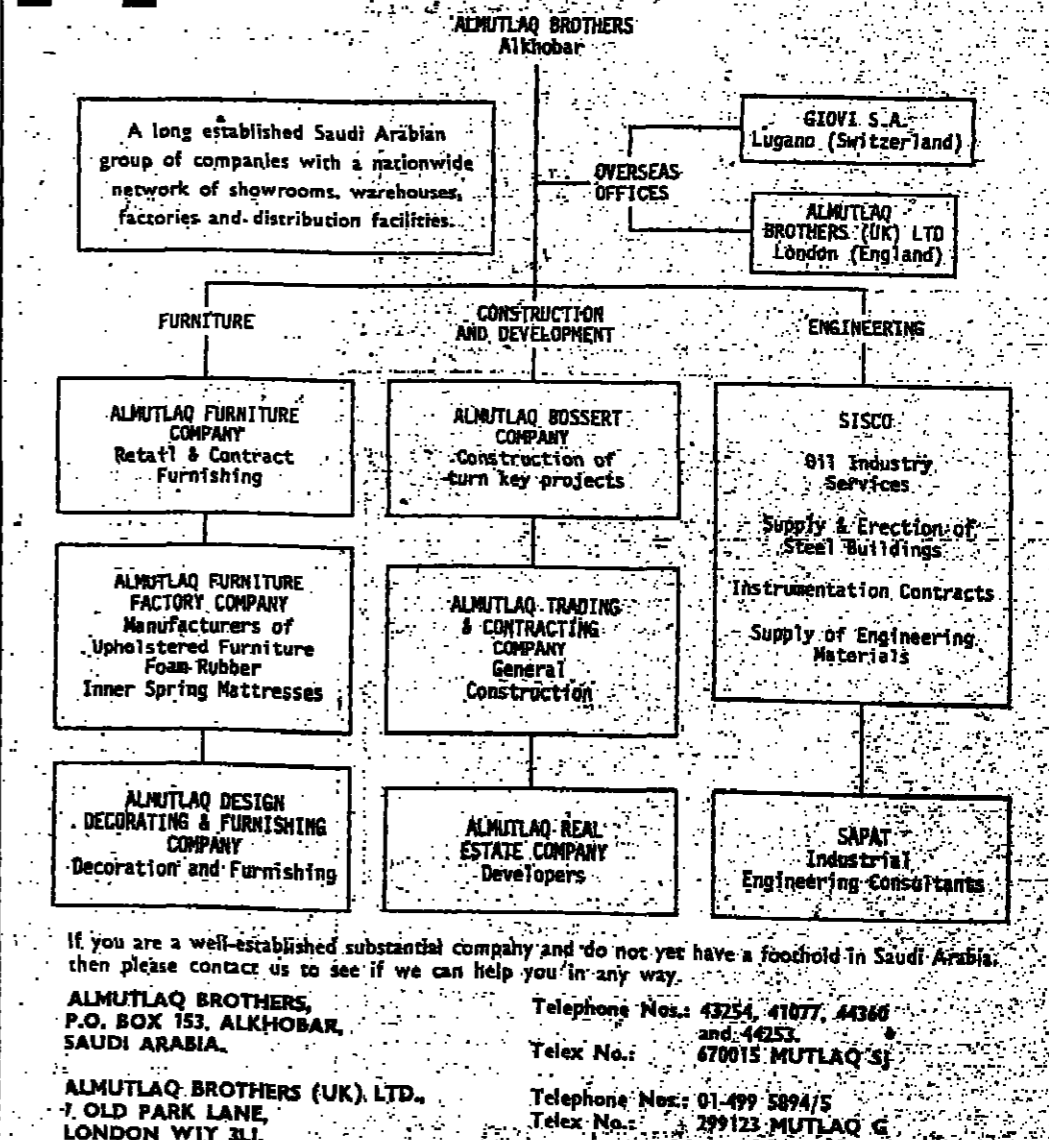
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مكتب التمثيل

# Big spending continues

IT IS a reflection of Saudi Arabia's vulnerability, lack of preparedness and ample financial resources, rather than any vain glory, that it now ranks seventh in the world in terms of military expenditure, led by the Soviet Union, the U.S., China, West Germany, France and Britain. For fiscal 1978-79 its appropriations for defence at SR 33.8bn (nearly \$10bn) were only marginally less than those of Iran, which is drastically slashing back its commitments on this front.

Defence alone accounts for 25 per cent of the budget, quite apart from the allocations for the National Guard and the Ministry of the Interior, which make projected spending on security no less than SR 45.56bn (\$13.56bn). In terms of hardware its purchasing programme could be seen as modest one, limited by lack of absorptive capacity and trained manpower. The enormity of the sums set aside, which would make Saudi Arabia by far the highest spender on a per capita basis, are explained largely by infrastructure—including what amounts to vast urban development projects—for which little expense is being spared.

With a land mass two-thirds the size of India, Saudi Arabia, despite a rapid build-up over the past five years, has pathetically little defensive capacity and virtually none to protect vital oil supply routes. This bleak fact was highlighted rather than obscured by the campaign waged in the U.S. Congress a year to balk the sale to the Kingdom of F-15 fighters. In the short-term the passage of the deal was of more political than military importance, regarded by Saudi Arabia as a "test of friendship."

Applauding a positive development of significance, Mr. Mohammed Abdo Yamani, Minister of Information, declared realistically: "There is no doubt that the 80 F-15 fighter aircraft will not meet the defence needs of the Kingdom. They are a few when one considers the geographical spread of the Kingdom which requires several air defence networks."

Israel's contention that the sale of the U.S. Air Force's top "superiority" fighter would constitute a threat to it did not seem plausible a year ago, nor does it now. For the foreseeable future Saudi Arabia's military posture can only be a defensive one. The F-15s, a quarter of which will be trainers, are not equipped with the electronics needed for a ground-attack or bombing role.

Also included in the \$2.5bn deal are 400 Maverick air-to-surface missiles, 2,000 air-to-air missiles and six batteries of Hawk surface-to-air missiles to complement the 10 of an older model in the system installed and serviced by Raytheon. The Kingdom's system of SAMs, which is handled by the Army, also includes the French-manufactured Sahine, an adaptation of the Crotale.

Military experts say that, together with the surface-to-air missiles on order, they could give cover only to the Medina-

Jeddah-Mecca triangle, the capital, Riyadh and the oil fields of the Eastern Province. The Saudis gave no assurance that they would not be based at Tabuk, a few minutes flying time from Israel, but they have indicated the intention of locating the F-15s at Taif, Dabran and Khamis Mushayt. They are at present the only bases in the country with the infrastructure and logistics to handle the aircraft.

It may take a couple of decades for the Royal Saudi Air Force to absorb properly the F-15s on order. It has already been fully extended coping with the most recent generation of aircraft in service, the Northrop F-5 fighter bomber, which is a relatively simple machine. Delivery of the F-15s will probably involve the addition of 500-600 contract personnel in addition to the several thousand Americans at present involved in training. A Pentagon report has estimated that U.S. assistance with the F-15 programme would be required until as late as 1993. Last week a contract was finalised for the provision by Litton Industries of a \$1.5bn computerised system for co-ordinating missile sites.

The ageing British Lightning interceptors will probably be required as front-line aircraft up to 1983. Under the Government-to-Government deal renewed in 1977, which should eventually be worth at least \$500m, the UK is still heavily involved in the development of the Royal Saudi Air Force through the British Aerospace Corporation.

Supervised by a team from the Ministry of Defence, it has no less than 2,000 employees, engaged mainly in maintenance, technical back-up flying instruction at the King Feisal Military Academy, English tuition, civil engineering consultancy and the provision of medical services.

## Elite

The RSAF remains the elite of the Kingdom's regular armed services. In the 1960s, at the time of the Yemen civil war when the country was impotently exposed to Egyptian raids on border towns, priority was given to its build-up. The RSAF made possible the eviction after 10 days of the South Yemeni forces which captured the border post of El-Wadih towards the end of 1969. It was a morale-boosting and reassuring action, coming only six months after the discovery of a conspiracy involving several dozen officers from both the RSAF and the Army.

The Royal Saudi Navy is the Cinderella, with little more than 2,000 sailors manning three fast patrol boats, one old U.S. coastguard cutter and four minesweepers. But it is now receiving more attention and was reported last year to have on order six corvettes equipped with sea-to-sea missiles, four fast-patrol boats carrying guided missiles, and four other gunboats. Under supervision of the U.S. Corps of Engineers, two naval bases at Jeddah and Jubail are being constructed.

## DEFENCE

RICHARD JOHNS

together with another smaller facility at Ras al Mishab. Further expansion of the Frontier Force and Coast Guard, which has at its command eight British-built hovercraft, is also planned.

Appreciating the revolutionary potential of regular forces, the Royal House showed a hesitancy about building them up until the Yemen war and placed reliance instead on the tribal levies of the National Guard. However, the past decade has seen the Army considerably expanded to a strength of some 50,000 men, including two armoured brigades, four infantry brigades, two parachute battalions and also the re-bettered Royal Guard battalion. The U.S. Military Training Mission established in 1951 has played the major role in its development. Predominantly U.S.-supplied, it is taking delivery of M-60 tanks, Dragon anti-tank guided missiles, and Vulcan self-propelled guns. It also has, however, British Fox

and Ferret scout cars and French tanks and armoured vehicles. Co-ordination with the Air Force is still said to be poor.

The services are competing for scarce manpower, which may account for talk at the highest level about the introduction of conscription. High salaries are offered. A newly joined recruit receives the equivalent of about £3,700, a 2nd lieutenant £11,000, a major £27,000 tax free. Retirement is on full pay, allowances are lavish and fringe benefits handsome. Nevertheless, the Government has to rely on a sense of vocation and job satisfaction that may not be sufficient to attract enough of the best Saudis for the creation of a sophisticated military machine, especially a self-sufficient one. Prince Sultan, Minister of Defence and Civil Aviation, has been known to refuse to allow officers to resign, even threatening his relatives, who are the tower of the Air Force, with gaol if

they do so. Recruitment does not, at least, seem to be a problem with the National Guard.

Under the command of the Prince Abdullah bin Abdel-Aziz, the third man in the hierarchy and the rival of Prince Sultan, the National Guard—known also as the "White Guard"—is still preserved as a strictly separate entity, entrusted primarily with the task of upholding the established order and maintaining internal security. But it would in emergency, also be called on to defend the country's borders. It now has 20,000 men regularly on active duty, recruited from the leading and most loyal tribes of the Nejd. This very traditional force can be doubled in number at short notice by armed irregulars who have undergone training. The ready provision of these fighting beduin is assured by subventions to the tribes, which also have the effect of strengthening their allegiance to the Throne and distributing national income.

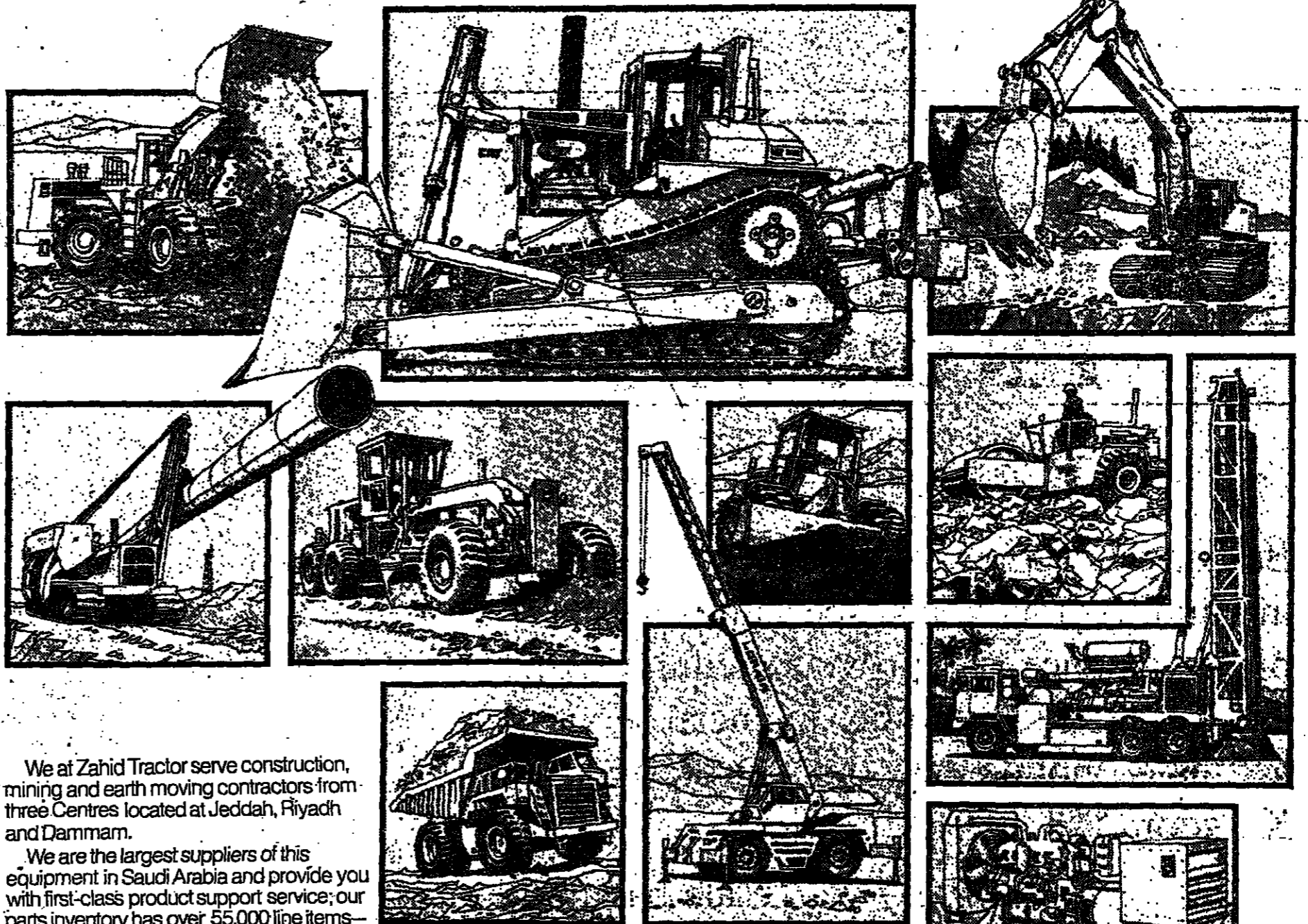
For three decades the National Guard received advice on training and operations from the small British military mission. It still continues, but in 1975 the Royal House, having seemingly favoured the Army at the expense of the National Guard, awarded a \$77m

contract to the Vynel Corporation for the modernisation of the force. Under the supervision of the U.S. military mission, about 1,000 Americans, many of them Vietnam veterans, as well as Jordanians and Pakistanis, have been carrying out a programme that has involved extensive re-equipment. Among the acquisitions made have been armoured personnel carriers and Vulcan guns. Last year, Cable and Wireless was awarded the contract worth SR 1.13bn for the design, implementation, installation, operation and maintenance of a comprehensive telecommunications system for the National Guard, detachments of which are still posted near every major conurbation.

A total value of \$6bn has been put on the work involved in the construction of the King Khaled Military City at Hafr al Batin, guarding the north-east approaches to the country, which is designed eventually to accommodate no less than 60,000-70,000 people. On a smaller but still colossal scale are similar developments at Tabuk and Khamis Mushayt. Altogether the potential value of work that the U.S. Corps of Engineers has been asked to supervise, design or plan is put at some \$25bn, most of it in the field of industrial infrastructure.

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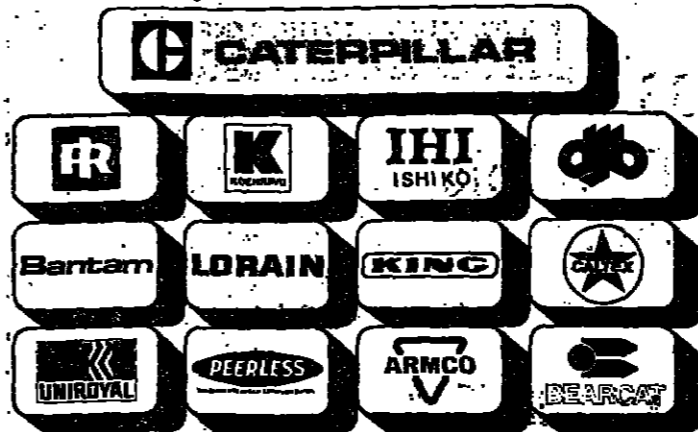


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## Emphasis

CONTINUED FROM PREVIOUS PAGE

millions of tons of equipment needed. In contrast it is deliberately intended that the infrastructure for the Jubail and Yanbu industrial complexes should involve the business community to the maximum.

Expenditure at Jubail, where a population of 370,000 is projected for the year 2000, will be \$2bn annually at current prices, according to one informed source. Yanbu will be about one-third of the scale. The importance attached to them is such that the Royal Commission has an autonomous status and does not even need the authority of the Ministry of Finance to obtain appropriations.

The other critical element singled out by the Minister of Planning is "the development of specific social programmes to direct people towards training and employment opportunities where they are needed." Saudi manpower, such as it is, is not trained to undertake the functional roles required if development ambitions are to be fulfilled. Worse, Saudis are not disposed or suited to most of the types of work involved. For instance, no more than 30 per cent of the 3,000 nationals who graduated from engineering schools last year intended to exercise the professional qualifications acquired, preferring instead what they would regard as more dignified careers in business and administration.

Saudis with higher education want to step into a desk-bound job and if possible executive chair immediately. These at the other end of the educational scale would prefer to drive taxis or be tea boys rather than operate or maintain a machine. Only those who have not joined the rural exodus and are still

tilling the soil, are prepared to besmirch their hands. In Saudi Arabia does not have the sociological base for an industrial revolution.

The aim is that 80 per cent of the workforce at Jubail and Yanbu will be Saudi nationals. If all the projects come to fruition, it is unlikely that they will make up more than 20 per cent of it. Apart from the question of aptitude and inclination there are insufficient Saudis, anyway, to fulfil development aspirations without increasing dependence on expatriates. Dr. Bashir confirms, without revealing anything else, that one of the fundamentals of the next plan will be to prevent any increase in the number of foreigners. This can be achieved, he says, by changing the "mix"—from unskilled to skilled manpower.

It can be assumed that there will be a reduction in the number of foreigners when a basic modern infrastructure is finally in place—though it would have to be maintained and improved. But in the long run it seems doubtful whether Saudis will remain the majority of the workforce, if one excludes the nomads, who still make up as many as 500,000 out of a twelve population that may be as little as 3.5m and is no greater than 5m despite official implications suggesting 7m-8m.

In the meantime, seized with a mixture of apprehension and xenophobia, the authorities are deporting illegal immigrants wholesale, with the result that badly needed casual labour is in short supply and wage rates have risen accordingly. Saudi Arabia's policies abound in confusion and contradictions at present. It will be interesting to see how the Kingdom's planners propose solving them.

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SAUDI ARABIA VI

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Spreading the load

POLITICS

NED LEITHEN

EARLIER THIS year, at the height of the Iranian chaos, the Jeddah newspaper Okaz proposed the refurbishing of a consultative council to assist the Saudi Royal Family in the growth in press and complexity of public business. The article excited considerable interest abroad and engendered speculation that the Royal Family, depressed by the fatal rift between the Shah's Government and the Iranian middle class, was seeking to offer a greater role for commoners in the framing of Saudi national policy.

The view is exaggerated. The same proposal was made in 1975, and yet there has been no development. The council, the Majless al-Shoura, still exists but has not convened formally this decade. Created from Mecca notables after the conquest of the Hijaz by Abdul Aziz ibn Saud in the mid-1920s, it served little institutional function there and was superseded 25 years ago by a far more important source of commoner advice, the Council of Ministers (Majless Al-Wuzara). As Okaz pointed out, the Majless al-Shoura's members are now so venerable and so many have died that it could have little role in its present form.

But the proposal was interesting in two ways. First, because it shows that there is a general feeling that more Saudis should be brought into the government—particularly from the sophisticated business community of the Hijaz—while, second, showing the present limits to the sentiment.

It is not that democratic institutions are ruled out of court but the Royal Family, which is proceeding with its habitual caution. This has been confirmed by the universal fiasco of democratic experiments in the Arab world and, recently, in Iran.

King Abdul-Aziz saw Saudi Arabia as the fief of his family and the oil wealth as its perquisite. Nevertheless, he issued largesse, dug wells for the bedu and attempted rather piecemeal public works out of generosity—the great Nejd virtue—and because, even in Saudi Arabia, the ruler rules by the will of the people. His successors continued the process, King Saud, the largesse and King

Faisal the public works, and the apparatus of a modern state has grown up with Western-style ministries sitting side by side with Nejd councils.

Saudis have not responded to the satisfaction of many in the Government. With actual decision-making still extremely limited, there is some difficulty in recruiting able commoners for the Government against the siren call of the private sector. There is a certain amount of drafting, notably of young men educated abroad at state expense, while self-enrichment and competing ties to business act as a considerable drag on the Government's ability to attract such individuals. There are other dangers, pointed out by the Planning Minister, Sheikh Hisham Nazer at a speech in Abu Dhabi at the end of January. There is a belief in some (Saudi) circles that the Kingdom's wealth means that each individual is entitled without contributing to the nation's development, to a large number and variety of free benefits.

Sheikh Hisham gave no proposals—even as an able and beloved minister, it was not his place—but in any solution, greater loyalty to the state or interest in its Government would presumably have to be balanced by a greater say in the management of its affairs. In the words of foreign Minister, Prince Saud al-Faisal, "we have our studies and plans to develop political institutions. They are ready for implementation as soon as circumstances permit."

Respect

Whatever these plans are, they would have to accommodate the Royal Family, which is the core of the present political system. What defines a Saudi is his respect for the strict Wahhabite variety of Islam and for a unified state ruled by the House of Saud. The state is based on the alliance forged in the 18th century between the Royal Family and the religious reformer Sheikh Mohammed Abdul Wahhab.

The family's 4,000-odd members dominate social and business life but less than a twentieth of the family exercises any direct political influence. This inner core has shown itself capable of remarkable cohesion, most

notably at the assassination of King Faisal in 1975, permitting a smooth transition of power to the present triumvirate.

Saudis are fond of arguing that in the present unprecedented arrangement, King Khalid provides a vital synthesis between the strains of independence and conservatism presented by the Deputy Prime Ministers, Crown Prince Faisal, and Prince Abdullah. Publicly the appearance of consensus never wavers. The King is in poor health, and had a second round of coronary bypass surgery in Cleveland last year. He also lacks any real interest in the international role Saudi Arabia has assumed. But he will chair the Council of Ministers during the Crown Prince's frequent absences and at the budget session.

That the Crown Prince is the dynamic and dominating element in this partnership—be it all legislation before it is ratified by the King—is neither surprising nor in any way disturbing to Saudis, who tend to respect the value of royal consensus.

In the Royal Family, weight in this consensus is accorded vertically through age and experience, and horizontally through proximity to the direct issue of King Abdul Aziz, who had more than 40 sons, and is the source of all political grace.

Institutionally, members of the Royal Family occupy eight ministerial positions and all local governorships. Parallel to the State bureaucracy, they operate a system of patronage, and because of this and because of their enormous extent, they represent a wide body of opinion.

At the same time, tradition has ascribed certain characteristics and areas of interest to the collateral branches and to certain inner families. The Sudairi branch, a great provider of governors, has responsibilities of patronage outside the large centres. The Thuayyan are traditionally courtiers at

the Royal Diwan. The al-Sheikhs descendants of the male heirs of Sheikh Mohammed Abdul Wahhab, are considered well-informed in matters of religious sentiment. Members hold the portfolios of Justice and higher education.

Nearer the centre of power, there are three broad divisions of intent and opinion which nevertheless stay well short of faction. The least important of these are the Banu Faisal, the sons of King Faisal, who represent a tradition of pro-western (and particularly U.S.) foreign policy. Members hold the important but heavily circumscribed post of Foreign Minister (Saudi), the parallel but less formal control of the General Directorate of Intelligence and the Foreign Liaison Bureau (Turki) and the governorship of Asir (Khalid).

The second is that of the "Sudairi Seven," the full brothers of the Crown Prince who head the ministries of defence, the interior and the governorship of Riyadh.

The third is the more traditional group headed by Prince Abdullah and associated with the beduin through his command of the National Guard. It can rely on the sympathy of the King and his elder brother Muhammad, whose great influence rests rather in his position as eldest surviving son rather than in any following.

Prince Mohammed's influence would be restricted to the private affairs of the Royal Family—although "private" as defined by the secretive Al-Saud covers a very large area. Beneath the King, the Crown Prince acts as ultimate arbiter of day-to-day government, and under him the position of Crown Prince has gained enormously in importance. At a slightly lower level, the position of Second Deputy Prime Minister was created for Prince Abdullah partly to recognise his great influence in bedu affairs after 15 years with the National Guard and partly to offset the parallel power, and

consequent risk at Prince Sultan's Defence Ministry. The second deputy premiership is not automatic though it will be necessary, because of the increasing concentration of age, to have a member already trained in Government affairs to take over the role of Crown Prince.

Much has been said about the possibility of differences between Abdullah and Sultan over the succession to the secondary positions. Prince Abdullah is said by some to have made clear that he would not accept the post of Crown Prince. At the same time, although accounts of birth dates give Sultan younger than the Governor of Medina Prince Abdul Mohsen and a former Defence Minister, Prince Mishal, there would be no question of legalism advancing these shadowy figures over an experienced and powerful minister like Sultan.

No other senior member can draw on such loyalty. Prince Nairy's security forces at the Interior Ministry are divided into a number of quite separate services.

Evidence

In the Royal Family there is clear evidence of an attempt to prevent any excessive preponderance of any one figure or group at the superficial level by, say, balancing armed forces and national guard and by limiting opportunities for younger members of a group. For example, only one of the Crown Prince's sons holds ministerial rank. Two others are having a devastating impact on the business community. Conversely, the removal of the royal adviser, Sheikh Kamal Adham, who definitely considered himself one of the Faisal group as the old King's brother-in-law, may open the way for the addition of another of the late King's sons to the Government.

Traditionally, the senior members have relied on expert advice either from such individuals as Adham, who played a crucial role in early relations with President Sadat, or from loose groupings of experts in the Supreme Petroleum Council or the Ulema in the Supreme Council of the Judiciary. The role of advisers may vary, but

one man, Dr. Rashad Pharoou, has lived under four reigns and now constitutes little short of the family's political memory. Of Syrian extraction, he started as personal doctor to King Abdul Aziz, but soon became valued for his advice and continues to be present at most of King Khalid's major meetings.

The supreme councils mostly predate and are independent of the Council of Ministers, which is the highest formal and regular consultative body. The councils report directly to the deputy prime ministers. For example, the petroleum body is designed to tie in all the major policy elements relating to oil and has as members the Ministers of oil, finance, planning, foreign affairs and the Governor of the Saudi Arabian Monetary Agency. But in fact it needs only the Crown Prince and one other to form a quorum; for instance consultations with Sheikh Ahmad Zaki Yamani at Geneva airport during an OPEC meeting amount to a full session.

The Council of Ministers represents the formal access of the bureaucracy to the rulers and is the chief instrument for the formulation and the execution of policy. While the Royal Family occupies the most important portfolios, the expansion of the Cabinet into technical areas for development—most recently with the creation of six new ministries in 1976—has brought in a number of able commoners into the executive, if not into decision making.

These ministers, many of whom are having a devastating impact on the business community, are largely shawwa from families that were influential long before the oil boom. Certain family names—Alhessa, Al-Ghazali—recur in the upper levels in Government and business. Though they have considerably more freedom of action than is often credited them they are also ultimately dependent on favour.

For example, the Finance Minister, Sheikh Mohammed Aba Al-Khali, has been carrying out a campaign to cut waste in Government spending and, implicitly, to curb profiteering. Because the Crown Prince has made his support for the project known even the Defence Ministry—and the National

CONTINUED ON NEXT PAGE

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مكنا من الأحول



SAUDI ARABIA VII

مكتبة من الصحف

Policy under review

SAUDI ARABIA remains the Arab world's biggest aid giver. According to Sheikh Mohammed Aba al-Khail, the Finance Minister, it disbursed no less than \$1,055bn during 1977, out of the Arab oil producers' total of \$2,645bn.

multilateral organisations and project aid disbursed by the Saudi Fund for Development (SFD). The SFD's commitments and disbursements have mounted steadily since it was formed in 1974, and in February last year the value of aid agreements signed totalled SR 5.5bn (\$1.7bn) while disbursements were about SR 1.5bn (\$295m).

AID JAMES BUXTON

the Moslem duty of alms-giving and the desire by the Kingdom to share the good fortune that oil has given it. But there are other motives as well: these include the desire to strengthen the Arab world economically so that it can recover some of the glory it had in the Middle Ages; and the desire to strengthen the Islamic world, though not perhaps to the extent that it results in the overthrow of established monarchies, as in Iran.

wealth and its position as guardian of the holiest shrines of Islam. Saudi Arabia has actively sought through aid to influence the policies of the countries in the region. An analysis of the direction of Saudi aid — both programme and project — shows that the confrontation states surrounding Israel have been the biggest recipients. But other big Saudi aid recipients include Sudan — just across the Red Sea from the Kingdom, with a friendly Government under President Jaafar Mohammed Nimairi; North Yemen, seen as a buffer against Marxist South Yemen, which in the past has also received Saudi aid; Somalia, which unsuccessfully backed an insurgency against Marxist Ethiopia in 1977-78 and ejected its Soviet military advisers; and Pakistan, where Saudi pleasure at moves towards greater Islamic purity was tempered by anxiety that General Zia would hang Mr. Zulfikar Ali Bhutto. Large sums of money have also been disbursed in non-Arab Africa, and in Asia, but the concentration has been on the states surrounding the Kingdom.

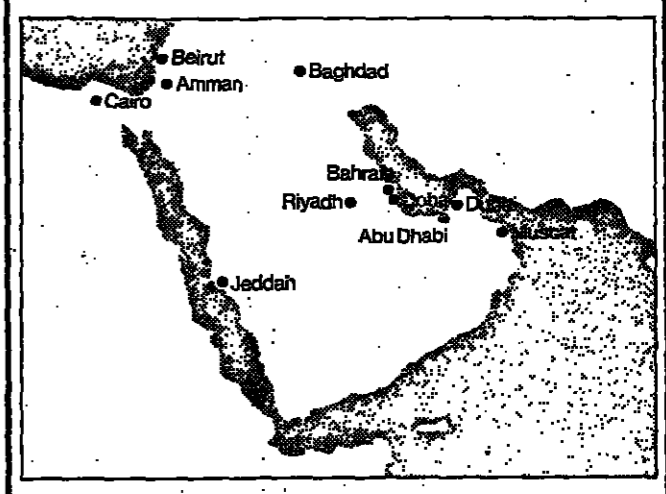
gives countries little incentive to put their balance of payments or their state finances in order. The last straw was the \$2bn fund called CODE, the General Organisation for the Development of Egypt. Intended as project aid, the bulk of it was spent in 1977 on payments support: Egypt was consequently seen as a bottomless pit for programme aid, and Saudi payments to Egypt appear to have been sharply curtailed thereafter. Saudi Arabia instead steered Egypt into reaching agreement with the IMF on a stabilisation programme. Similarly with Sudan, which also has severe payments problems and arrears of debt, Saudi Arabia refused after 1976 to provide programme aid (in that year it made a substantial deposit with the Sudanese central bank) even though it kept up project aid contributions and continued state and private commercial investment. Only when Sudan finally reached a one year agreement with the IMF in June 1978 and devalued its currency did Saudi Arabia conclude a \$300m soft loan for payments support (two-thirds of it to be spent on oil). But only the first instalment was paid up because the Saudis felt that Sudan was not negotiating seriously enough with the IMF on a further three-year agreement, and because Sudan did not implement all the IMF's original conditions.

this appears to mean is that there will be no more programme aid, including payments to Egypt as a confrontation state under the Khartoum and Rabat summit agreements; and no new project aid commitments. But payments under existing project aid commitments will continue. The Baghdad summit last November agreed on the payment of a total of \$3.5bn to the remaining confrontation states and the Palestine Liberation Organisation. In this sum are consolidated the Khartoum and Rabat payments. The trend away from programme aid should lead to a strengthening of the Saudi Fund for Development. The SFD has, in terms of commitments and disbursements, been the most active of the new crop of funds which were set up in the wake of the 1973-74 oil price rise. Its performance is impressive considering the problems which project aid involves — including the slowness with which projects are agreed and the delays in getting them started on the ground. While the SFD builds up its staff it relies heavily on the project assessment and feasibility studies of other development funds.

An analysis of the loan agreements that the SFD signed in 1977, which totalled \$920m, shows that rather more than half were with Arab countries. The second biggest group of recipients were in non-Arab Asia, where India and Bangladesh were both big beneficiaries, and non-Arab Africa came next, while the Fund also made a loan to Brazil. A breakdown of all the SFD's loans to the end of 1977 showed that nearly 43 per cent had been committed to infrastructure (which, under the SFD's definition, includes basic industries). Power generation came next with nearly 19 per cent. The scale of the SFD's annual operations is, in financial terms, much greater than that of the Kuwait Fund for Arab Economic Development, the doyen of the Arab aid funds. But the KFAED has, because of its 18 years of existence, far greater experience and, partly as a consequence, much more political independence. It may be a thought worth pondering in Saudi Arabia that the political influence and respect that Kuwait commands in the developing world derives to a considerable extent from the political independence of its development fund.

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Load CONTINUED FROM PREVIOUS PAGE

Guard have seen some trimming. This funneling of all legislation through the Crown Prince or Prince Abdullah — a process mirrored in the ministries — is a major drawback. It multiplies the delays in making policy as officials struggle to compete with a host of petitioners in the short period allowed between the time-consuming official occasions of the Arab world. In the Crown Prince's case, the shortage of time and an obvious lack of physical well-being has surely contributed to the stagnation of Saudi policy — particularly in response to moves toward a peace settlement. When events move fast, as in late January when producers and consumers awaited a clear Saudi response to the continuing shortfall in world oil production, the lag between executive proposal and actual decision can cause endless confusion. At the same time, the Crown Prince's absences from Saudi Arabia tend to remove considerable energy and imagination from these two areas.

The Royal Family has shown itself capable of radical divisions, most importantly over whether to replace King Saud, whose generosity and financial incompetence had reduced the treasury at one point to near bankruptcy. Clear divisions of wealth are already beginning to compound rifts of age and regional loyalty. At the same time, the senior Al-Caud members are aware of the intense scrutiny to which the family is subjected abroad and, sensitive to criticism, have moved to head off potential difficulties. The drive against profiteering and the close scrutiny of large contracts will affect the princely sponsors of contractors. To combat the problems of stagnation of age, inevitable under the present succession, younger princes have been encouraged to seek education abroad and to take Government roles in appropriate areas. There are young princes as Minister of Sport and Deputy Minister of Education. The problem of regional

neglect became acute under King Faisal, who never visited the Asir after conquering the area and who allowed the Eastern Province to develop in the fief of the Ibn Jilwi branch of the Royal Family. In Iran, this became a major issue as resentment grew in impoverished and isolated areas at royal neglect. In Saudi Arabia, this problem is likely to diminish as communications are improved to permit a sense of rural identification with the capital — and communication projects are a priority in Saudi Arabia with television and telephone links being installed at speed at all costs. All the same, the Crown Prince and senior members of the Royal Family regularly undertake triumphal tours through the provinces to remind the people of their concern for them. The persistence of any political institution is no measure of its vitality, but the present political system is likely to continue for some time not least because there is only minimal popular pressure for change.

Yet though Saudi Arabia and the Gulf states effectively saved Egypt from bankruptcy in the years after the 1973 war, they were not able to prevent President Sadat from launching and persisting in a peace initiative which is seen in the Kingdom to be broadly against its interests. Large-scale Saudi assistance to South Yemen did not prevent it from becoming more deeply involved with the Soviet Union. The result of Somalia's conflict with Ethiopia was to strengthen the pro-Soviet regime there. And Saudi Arabia could not save Mr. Bhutto. Another reason why Saudi Arabia appears to be trimming its programme aid is that it has become increasingly insistent on the cause of financial orthodoxy, especially since it is now a member of the board of the International Monetary Fund. Like other Arab states it always had reservations about programme aid because of the ease with which it could be diverted to the wrong objectives. But a further reason of which the Saudis are increasingly conscious is the feeling that programme aid

Shortages

The result is that, with Sudan still not having reached a new agreement with the IMF, its lack of foreign exchange has become chronic, and there have been serious fuel shortages and other supply problems. These are not just holding up the development programme but also threaten the regime of President Nimairi, which was seriously endangered by a similar supply crisis last summer. It is not clear how far Saudi Arabia's real political aims are being forwarded by this policy, while the question has been asked, both of Saudi Arabia and of the other big aid donors to Sudan: should they not have been prepared to solve the payments problems that inevitably followed the surge of Arab development funds into the country? Following the signing of the Egypt-Israel peace treaty, the Arab economic and foreign ministers agreed at Baghdad to cut off all aid to Egypt. What

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SAUDI ARABIA IX

Strategy still being reviewed

THE CRITICAL importance of Saudi Arabia as an oil producer is a fact of life that the world has become more acutely aware of each year since the producers first really started asserting their power in 1970-71. But never until now has the attention of consumers and the industry focussed with such concern on the Kingdom.

Argument's sake, one takes Aramco's figure of 177bn barrels as correct, then output at last year's average rate of 7.5m barrels a day could continue for another 65 years or so. In addition, it has 50 per cent of the yield from the Neutral Zone shared with Kuwait.

Onshore, the Arabian Oil Company, a joint operation run by the Japanese interests ran at 236,342 barrels a day and offshore the Saudi concessionaire Getty averaged 42,437 barrels—the former well within rated capacities.

As it happened, these restrictions accorded with pressures within the Saudi hierarchy to keep output more in line with fiscal needs. In the meantime, with the glut continuing, Saudi Arabia—backed by Iran—was able to win grudging acceptance that price increases could be justified only by the market and conditions did not warrant one.

A little over two years ago when Saudi Arabia took issue with other members of OPEC, they were rated as being able to maintain a flow of 11.8m barrels a day. Because of technical reasons (including weather conditions at the Ras Tanura terminal), restrictions on the availability of Arabian Light, and enforcement of prudent reluctance of customers to turn to other suppliers, Aramco production averaged only 9.1m barrels a day during those six months.

On one day last December output exceeded 12m barrels. Yet the 11.8m barrels a day capacity figure is still a notional one. Dr. Abdul Haqi Taher, governor of the state oil corporation, said last autumn that the maximum sustainable rate was just under 11m barrels and in February Sheikh Yamani said: "We think that 9.5m barrels a day is a reasonable level of production on technical grounds."

As long ago as 1974 the Government announced its intention of taking full ownership and management of three years ago are now being settled and the main financial provisions are in operation under the deal whereby the four majors will act as a service company operating on behalf of the future Saudi National Oil Company.

Some of which the companies would take as part of their reward. The companies' interest in the projects derives from their concern to secure long-term supplies of Saudi oil. The Mobil and Shell projects have reached the definitive stage. The Social-Texaco one, though less far advanced, is still definitely alive.

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Wildcat

The Jurassic geological formation embraced by the Aramco operating area contains the greater part of the Kingdom's hydrocarbon reserves. There, the wildcat drilling success rate has been 50 per cent over the past five years, even now it has not been fully explored.

Reasons

The result was agreement on the 3 per cent increase in the base price of the Arabian Light "marker" crude from \$12.70 to \$13.34 with the subsequent phased increases for the second and third quarters bringing it up to \$14.54 from October 1.

In January, Sheikh Yamani said that Saudi Arabia's power to influence OPEC pricing decisions had diminished as a result of the Iranian crisis. At last month's ministerial conference in Geneva he argued for adherence to the 1979 schedule laid down three months before. The formal compromise reached—the highest common denominator of agreement—was to shift to the \$14.54 set for the last quarter.

Bunkering

Petromin—which will become the Saudi National Oil Corporation—plans to boost direct sales. An indication of its ambitions was given by Dr. Taher last year when he spoke of transporting no less than 1m barrels a day through the Suez-Mediterranean pipeline.

Another aspect of the delay relates to the "incentive oil" that is being held out as bait for prospective foreign partners in the various joint ventures which are under negotiation or study.

At Ras Tanura Saudi Arabia already has one of the biggest refining plants in the world which, in 1977, processed 420,000 barrels a day of products from a daily capacity of 600,000. (Another 200,000 barrels was pumped to the export refinery in Bahrain.)



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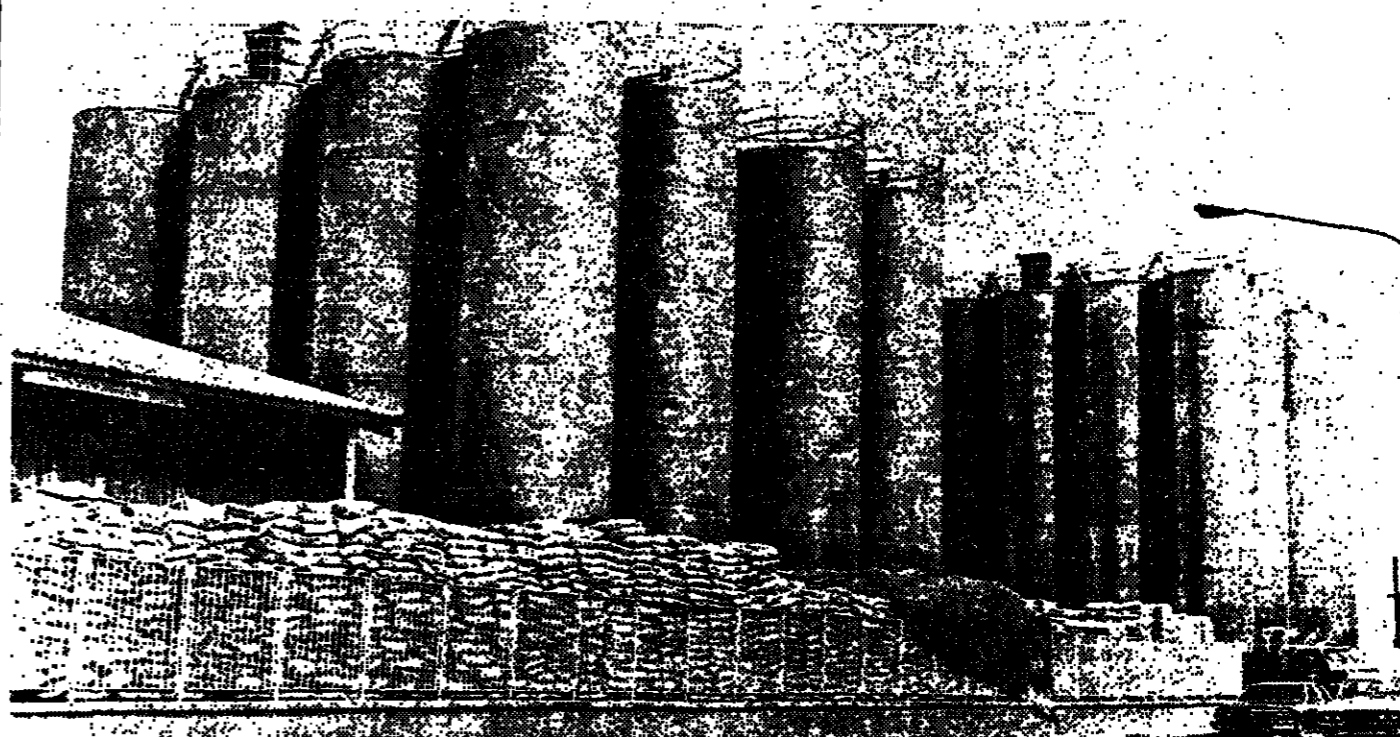
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## SAUDI ARABIA X



The Saudi Arabian Plastics and Piping Company is one of a growing number of manufacturing concerns set up during the past few years

## Trying to catch up

### MANUFACTURING

JOHN TOWNSEND

FUTURE ECONOMIC historians, analysing Saudi Arabia's development in the last decades of this century, may well devote a significant part of their theses to the role in the evolution of industrial strategies of Saudis educated in Southern California. These highly intelligent and articulate men, consciously or unconsciously, are the architects of the "catch up with the West" and especially the "U.S." economic and industrial development philosophy. At a time when few people in Saudi Arabia had thought through clearly what development meant, or should mean, for their society, the Southern Californian Saudis were shaping policy.

It is doubtful if anyone is saying that they were wrong, but the question is being asked more and more whether the "catching up" school of development thinking is the only one possible for Saudi Arabia.

The one feature of the introduction of light manufacturing industry which is apparent to every Saudi citizen is that "catching up" industrially means bringing in foreigners to run industrial enterprises. This would not matter very much if it could be demonstrated that the foreigners were but a temporary expedient, there for a short period until such time as Saudis in sufficient numbers had been gathered, trained and given the requisite experience. But indications to date are that very few Saudis are interested in the industrial management role. They are natural entrepreneurs, outstanding at inventing the quick and profitable deal but not interested in the long slog of undramatic industrial motivation and direction.

### Impressive

In terms of actual numbers of manufacturing units launched, Saudi Arabian industrial progress on the light manufacturing front is impressive. Future plans are ambitious. At a conference in Abu Dhabi earlier this year, Hisham Nazer, Minister of Planning, said that at present there were some 800 manufacturing projects in the Kingdom with a total paid up value of some SR 6.5bn (about \$2bn). He went on to say that by the end of 1980 he expected there to be about 1,500 manufacturing projects in the country.

A broad examination of light manufacturing industry in Saudi Arabia suggests that the number of projects and the capital involved in projects, interesting and important as these statistics are, could be misleading. A more detailed analysis brings the realisation that the great bulk of projects are very small and that there is much duplication. People who know the peninsula well speak of a "bazaar" mentality, that is, if one merchant in a bazaar in any town decides to stock, say, nuts and bolts, then before very much longer, most other merchants in the same bazaar will also be stocking nuts and bolts, irrespective of market demand.

Official awareness of this trend is indicated by the fact that the Ministry of Industry and Electricity has given notice that it is not prepared to issue any more licences for manufacturing units to produce, for example, bottled water, ice cream, animal and poultry feeds, simple local clothing, paper tissues and paper bags, insecticides, or simple articles made of plastic—in name but a few of almost 100 individual manufactured items appearing on a list published by the Department. The manufacturing units operating are small and fragmented, and, within broad product ranges, there has been little attempt at standardisation. Of the 800 manufacturing units referred to by Sheikh Hisham Nazer in his Abu Dhabi speech, some 400 have been financed by the Saudi Industrial Development Fund (SIDF). This fund was established in March 1974 to act as a catalyst for industrial expansion. It made its first loan in August 1974, and the number of approvals has more or less

doubled each year. A major part of the SIDF's lending activity has been to the private sector electric power generation industry; loans to these power generating utilities are in addition to the 400 or so ordinary industrial loans.

The SIDF sets out to act as a development bank and its project appraisals, carried out by a highly competent staff of professional economists and engineers, aim to ensure that loans are made only on sound commercial banking principles. SIDF is prepared to consider financing up to 50 per cent of a project's capital requirements. Officially loans do not carry interest, but a 2 per cent per annum administration fee is charged. Loans are intended to be paid back from the profits of the project financed, and pay back schedules are tailored to the cash generating projections of each project.

Liberal pay-back schedules, interest-free or very cheap loans (a prospective Saudi industrialist can also raise capital to buy the land for his project from the Real Estate Development Fund at 2 per cent), and an assured local market for the locally manufactured products should give Saudi local indus-

tries a considerable advantage, an advantage possibly offset in part by the fact of the need to employ expensive foreigners to manage and operate most light manufacturing plants.

The industrial licensing policy of the Ministry of Industry and Electricity is intended to ensure that there will not be excessive internal competition. In any event, local industries so far are on so small a scale, and the local market is so imperfect that there has been, as yet, no genuine testing of Saudi manufactured light industrial products.

That such testing will take place in the future is almost certain. As more and more industrial projects are launched, as these projects grow in sophistication and become larger, so will competition between locally produced and imported goods increase. Inevitably, too, there will be greater competition between rival local manufacturers.

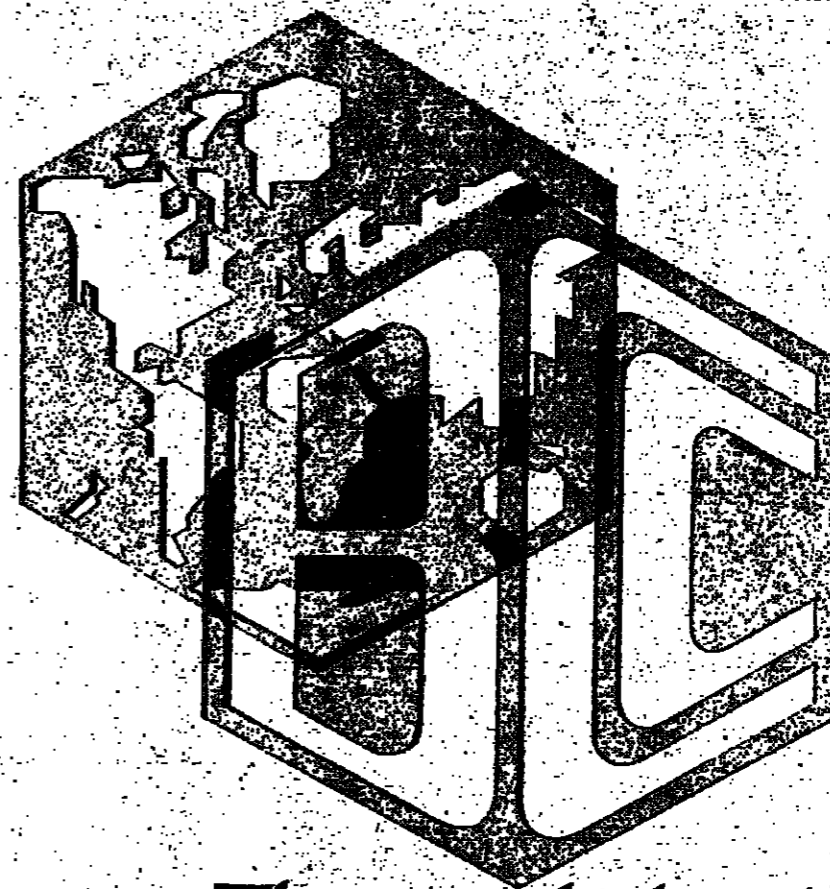
### Capital

When this stage is reached, industrial strategies within the framework of overall national economic objectives and policies may have to be appraised. The

extreme cheapness of raising capital to launch industrial projects in Saudi Arabia, especially in an economic environment where most entrepreneurs have made already one or two fortunes as import agents and as contractors, is tending to have an effect not envisaged by planners. Just as in Europe and in North America rich industrialists, having made their fortunes in manufacturing, tend to buy farms as havens for their wealth, so do wealthy Saudis tend to start small manufacturing units. In each case, a commercial return on the capital invested can be very much less important than a status-filled extra activity which impresses one's friends and which is run by a professional manager.

Successful small manufacturing units in industrialised countries tend to be set up by people with manual skills themselves. No small part of the capital input of such manufacturing units is the innovative technical flair of the founder of a business.

Hence the successful Saudi light manufacturing business of the future is likely to be the joint venture between Saudi entrepreneurs and expatriates with saleable technical ideas. Few expatriate employee managers, no matter what managerial and professional skills they possess, tend to have the "do-it-yourself" workshop floor mentality which small manufacturing units need if they are to win and keep a competitive edge.



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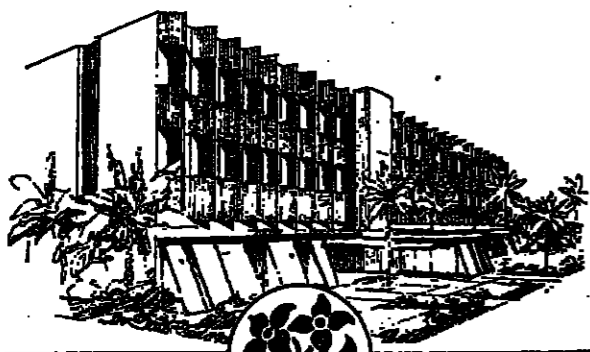
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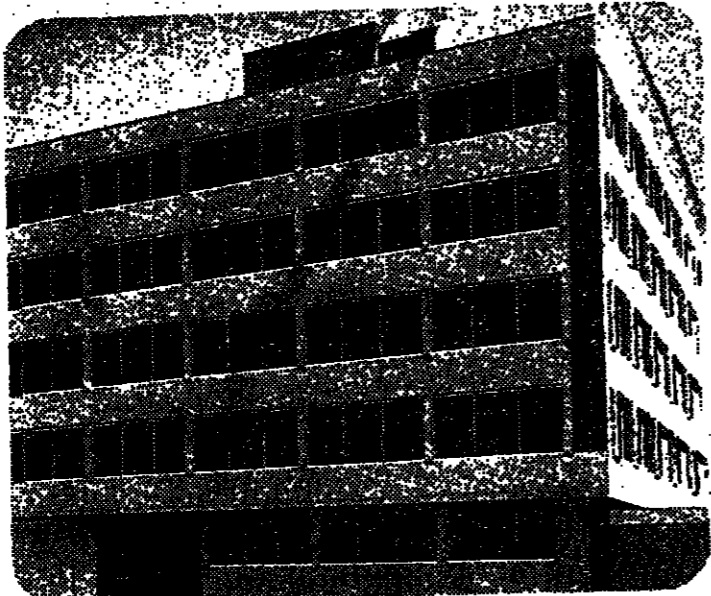
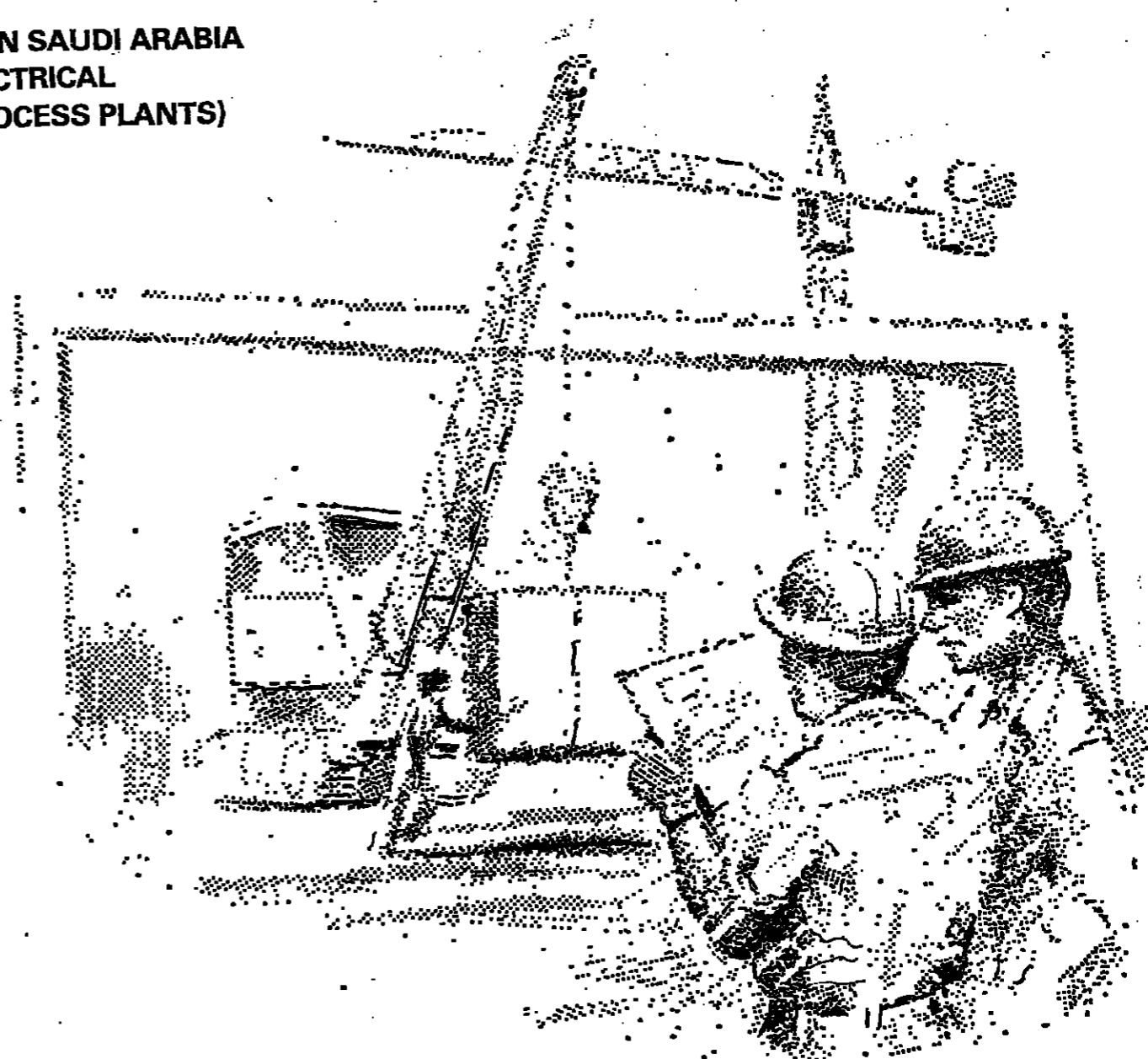
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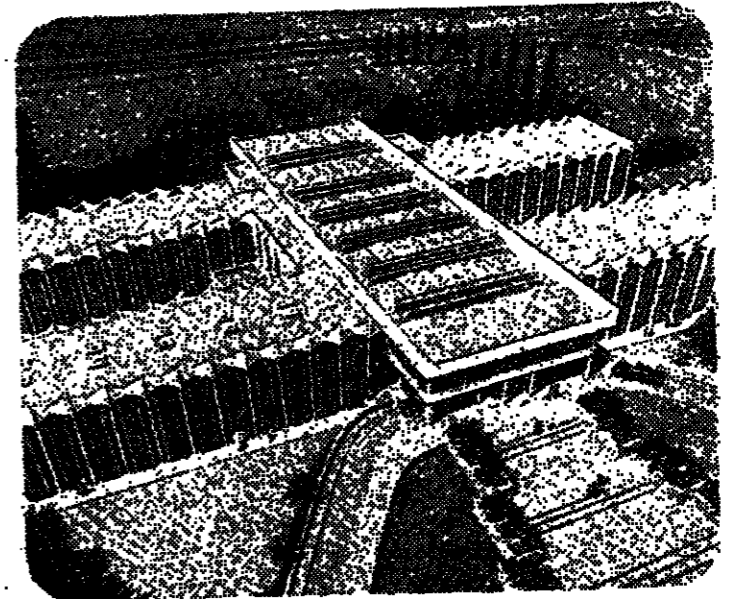
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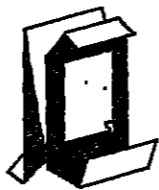
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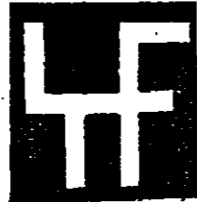
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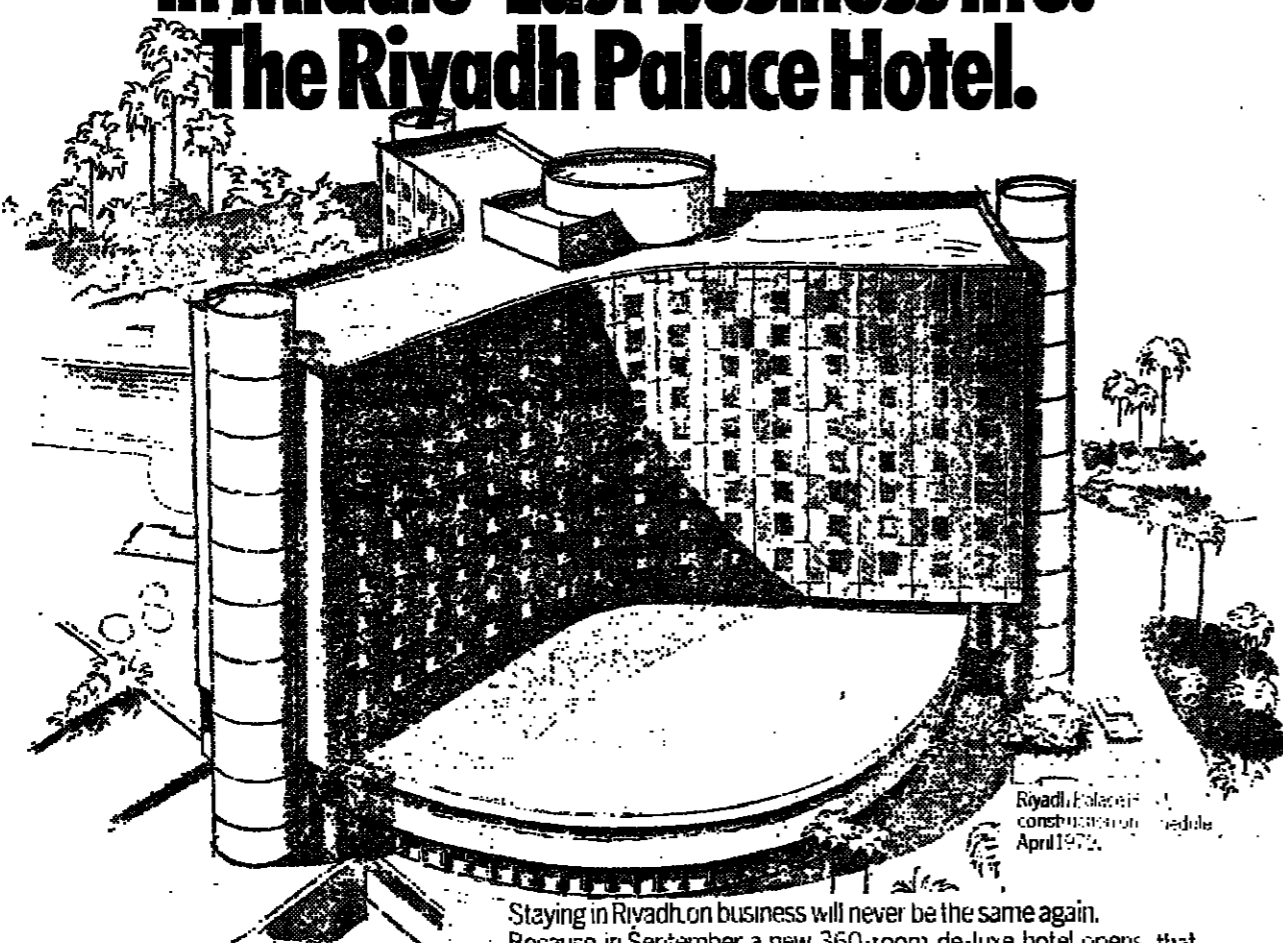
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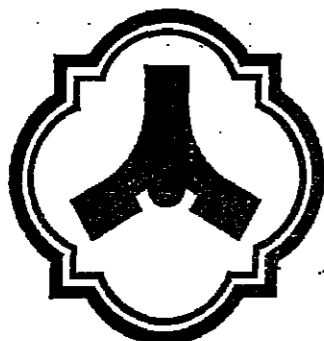


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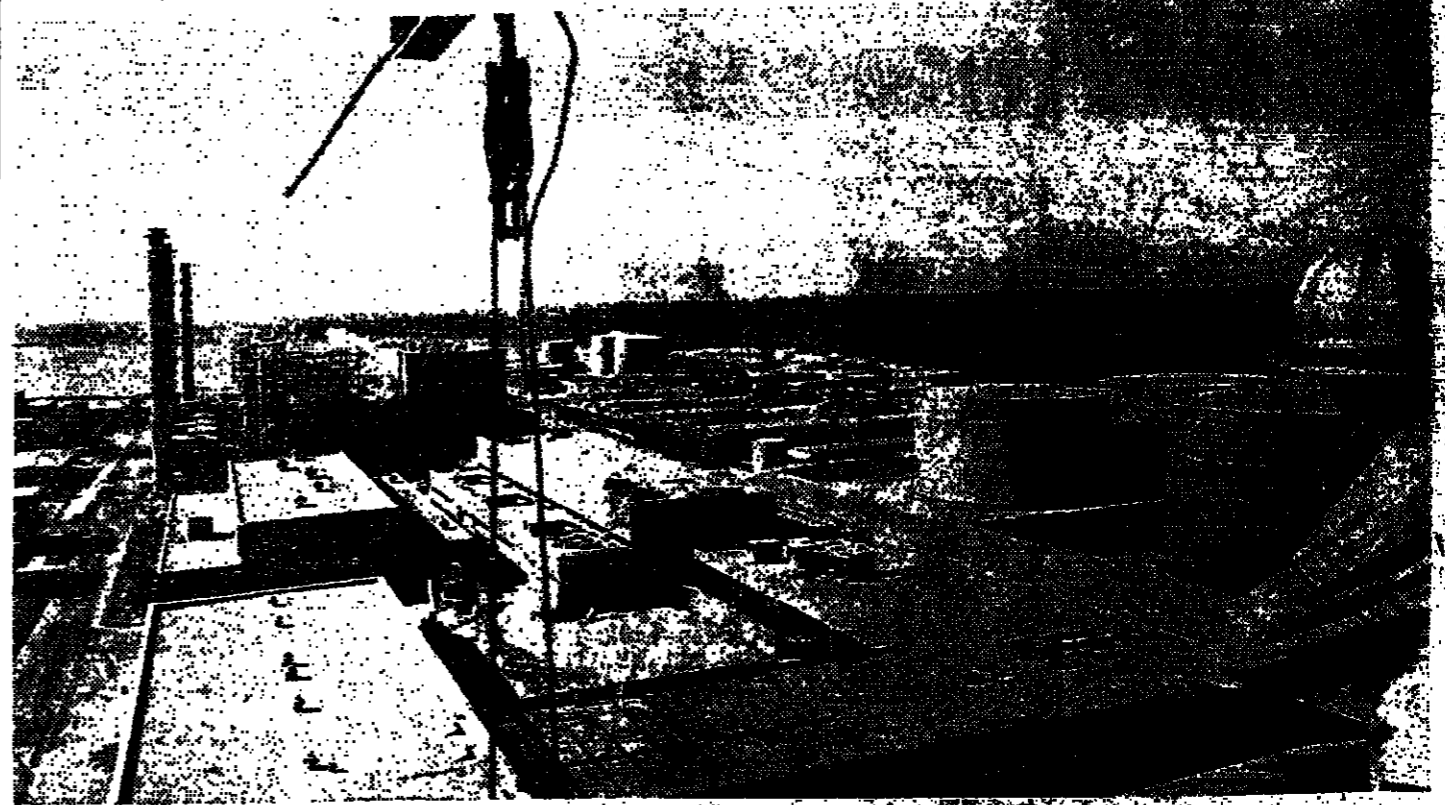


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Desalination and power plant at Jeddah: the consulting engineers were Eustank and Partners; civil sub-consultants were Sir William Halcrow & Partners

**The search goes on**

**WATER**

JAMES BUCHAN

ON THE second day of this month, the Saudi Ministry of Agriculture awarded over \$1.5bn in contracts to launch a vast scheme to double supplies of drinking water to Riyadh. The project, believed to be the largest water scheme ever to serve a single town, will mine fossil water from a prehistoric reservoir which underlies the Eastern Province. By completion in late 1981, the project will provide an additional 52m gallons daily to the capital at a cost of over SR 2.7bn.

Such is the rapid expansion of the capital, however, and the utter inadequacy of the rainfall, that the project, named after the Wasia aquifer, will almost immediately be superseded. The capital's population of 800,000 inhabitants now consumes about 49m gpd. But the water table is sinking rapidly in the present wellfields and there is now no alternative but to supplement these supplies from desalination.

At Jubail 375 miles across the Dahna sands towards the Gulf, desalination plants producing 210m gpd will be built. By 1985, according to Dr. Abdul Rahman Al-Sheikh, Minister of Agriculture and Water, Riyadh will be receiving an extra 175m gpd, piped from Jubail and mixed with the Wasia stream.

The truth is that for the first time in the history of the Arabian Peninsula population and ambitions have been permitted to grow beyond water supplies—and at such a rate that the Ministry and the Saline Water Conversion Corporation are frantic to keep up. In a country four-fifths of which is so arid it can support only limited grazing by nomads, the Government has been obliged to give priority to finding water—from limited and fickle rainfall, from groundwater reserves that are poor in quality and ultimately depletable, and from seawater, which though unlimited is extremely expensive to process.

At the same time, in order to curb rural depopulation and the rapid increases in food imports—57 per cent last year—the Government is paying more attention to agriculture, which can only place an additional strain on existing supplies. The conservation instinct has vanished among settled farmers and in the major towns, whose ravenous appetite for water for drinking, construction and industry is growing rapidly with the influx of immigrants and without regard to waste. Their future now rests with the generosity of the sea. According to demand projections from the SWCC, the Western Province towns will consume 194 mgd in 1985, over half of it from desalination: Riyadh will need 238 mgd, more than two thirds from desalination, and the Eastern Province towns' requirements 110 mgd, nearly three-quarters of which will have to come from conservation.

Rainfall can provide little help. On average, the 800,000 square miles of the country receive only 10 millimetres a year and precipitation varies greatly from year to year. The only area to receive enough rain to permit a settled and extensive agricultural base is the mountainous south-western province of the Asir. Here the south-western slopes catch the summer monsoon and an annual rainfall of about 30 centimetres has allowed extensive terraced agriculture, groves of wild juniper and acacia, and relatively dense populations. On the lower slopes, Bedouin graze herds of over 1.5m sheep and

goats and about 800,000 camels. Elsewhere in the Kingdom, long periods of drought alternate with freaks of weather. In January, two people died in a snowstorm in Rafha near the Jordanian border. In March, a shower north of Riyadh makes the desert bloom with wild irises. Throughout the winter months, periodical downpours cause flash floods that are destructive to roads, bridges, crops and settlements.

On the morning of January 14, the most destructive downpour in nearly 25 years hit Jeddah. They sky turned black and, in the space of three hours, the heavens dumped on the city more rain than had fallen in the whole of 1978.

It was the worst downpour since December, 1956, when the suburbs of Mecca and even its great shrines were badly flooded. But lesser rains are annual events and merchants and the municipality are always taken by surprise. There is rain, but it invariably falls in the wrong places in the wrong quantities. As the ruins of pre-Islamic dams in the Taif area, Wadi Najran and Al-Khaybar show, the harnessing of this savage and unpredictable rainfall has always been the key to agriculture and the Ministry of Agriculture has undertaken a new dam-building programme to permit more extensive and less risky cultivation in the wadis.

**Dams**

The largest of the new dams is the Malaki Dam across Wadi Jiaan, which can hold 71m cubic metres and actually overflowed during heavy rains in the south-west last year. It is the basis for a project designed by British consultants Sir William Halcrow and Partners to irrigate 6,000 hectares and due to be finished this November. A dam of similar size has been built near Abha and a half a dozen smaller dams have been completed, mostly in the Asir.

Four more are under construction and a further 15 in the Asir alone are under design. The Canadian consultant, McLaren International, is completing a two-year study on the development of surface and sub-surface water in the Asir in relation to settled farming, stockbreeding and domestic supplies.

Beneath the massive petroleum-bearing structures of Ghawar, Berri and Safaniya, and separated by layers of gypsum, are reservoirs of water called aquifers—the Alat and Khobar, the Umm er-Radhuma, the Aruma and the Wasia. Like the oilfields, they are relics of the period when the province was under water and of periods of greater rainfall, between 20,000 and 40,000 years ago. From outcrops below the Tuwaig scarp near Riyadh, these aquifers dip shallowly down towards the present shore line.

Since 1977, the British consultancy Groundwater Development Consultants has been surveying the exploitation of the Umm er-Radhuma as a base for widespread agriculture in the Eastern Province. But the ex-

tremely poor quality of the soil above the aquifer, the high capital costs of well-drilling and irrigation systems and the shortage of people, as well as their reluctance to work the land, must make implementation of the scheme a distant prospect.

The wholesale import of labour—as at Hasa—would presumably be self-defeating at a time when the Third Five-Year Plan now being drawn up will attempt to reduce dependence on non-Saudi manpower. The strategic desire to reduce dependence on foreign countries for such an important commodity as food is cancelled out if it is at the expense of creating large foreign communities within the country.

Riyadh is fortunate, however, in that the aquifers do provide a reliable source of drinking water and water for the parks, gardens and industry of the expanding town. The main water supplies come from very deep wells around the town and in the Hijaz aquifer to the west. New supplies are being brought in from 16 wells up to 40 miles from the capital. Minimum water will be pumped out when the Wasia begins to flow in May, 1981.

The aquifers are vast. After 80 years of peak pumping of 52 mgd at the Wasia, the consultants estimate that only 10 per cent of the available water will be exhausted. But recharge is low. Some at the Wasia gutter and as the water is drawn up the water table goes down and with it the quality of the supply. This is evident at Kharij, south of Riyadh, where the gypsum has fallen away to reveal groundwater at the bottom of great holes. Abdul Aziz watered his camels there before the surprise of Riyadh in 1903. Water extracted for arable and dairy farming in Kharij has lowered the water level considerably.

**Desalination**

As the water table drops, the brackishness of the water increases. There are instances of pumping equipment at Sawadh and Saiboukh corroded to nothing in a year. Two reverse-osmosis desalination plants have already been built to treat aquifer water and a third—the largest in the world—is tentatively planned for the later life of the Wasia. However, this will depend very much on Jubail plans, since the addition of 175 mgd of desalinated water to the Wasia stream would make the plant unnecessary.

The future as regards domestic water supplies and water for industry lies with desalination. Saudi Arabia is easily the largest export market for desalination processes, both reverse osmosis, which cannot yet treat seawater, and multi-stage flash, a condensation process developed by the Glasgow company, West-Wharfedale. Originally developed for use on ships, the technology has had customers in Saudi Arabia for 70 years. In 1907, the Ottoman government installed a condenser on the Jeddah fore-shore which produced a trickle of squallid water until the Great War cut off supplies of coal and

timber used in its place damaged the boiler. The shards of al-kindassah, sentimentally set in concrete, now point the way to the smokestacks of Jeddah I, II and III, and to the site of Jeddah IV, which will raise Jeddah's supply of desalted water to nearly 50m gallons daily in 1980.

The SWCC was entrusted in 1975 with an ambitious programme of providing 212 mgd of desalinated water by the end of the Five-Year Plan next year. This goal will not be reached, although installed capacity will probably exceed 130 mgd. The delays started in 1976, when disagreements between the SWCC, the Ministry and other Government departments led to the cancellation of contracts for Jeddah IV and four other plants on the eastern seaboard. These were compounded the following year when the head of the SWCC, Prince Muhammad Al-Faisal, resigned complaining of interference—apparently again over Jeddah IV. More than SR 500m in contracts was finally awarded last May, for a 25 mgd plant at Yazbuq, a small plant at Khaffi and support work for the vast Jubail project. But budgetary stringency this year has held up the award of Al-Khobar II (50 mgd) and there is apparently no budgetary provision for Jubail, which will be built in three simultaneous phases.

The new governor of the SWCC, Abdul Aziz Al-Rashed, who recently took Saudi Arabia after 20 years in the field, was now in a position to pioneer developments in desalination technology. He spoke particularly of plans to develop a single plant of 66 mgd—considerably larger than anything so far built—and research into solar and nuclear-powered plants.

The multi-stage flash process also produces about 1 MW of power for every million gallons, and the monster plant now under study by the Saudi-US Joint Commission has some economies of scale, but desalination remains an expensive business. Desalted water, for example, is far too costly to use in agriculture. In Saudi Arabia, it takes eight gallons of water to grow a single tomato. Because of this the Saudi Government is giving some attention to the search for alternative sources of water. The UK National Research Development Corporation has been contracted to look into the possibility of recycling water as part of a larger effort to draw up a national water plan. But the kind of extensive re-use of waste water common in southern England and elsewhere in Europe would meet considerable opposition from consumers in Saudi Arabia, according to the consultants.

Several other avenues are being investigated, and such hoary projects as supplying drinking water in empty crude tankers receive the occasional airing. The most interesting of these is a scheme to station Antarctic icebergs off the Saudi coast as a water supply for short-lived agricultural settlements. It appears to have lost Saudi support. The resignation of Prince Muhammad, former head of the SWCC, who had offered Saudi funds for research into the scheme, combined with the weight of global ridicule brought on Saudi effluence. The scheme is no longer discussed. For the moment, at least, the only practical solution is desalination at any cost.

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# Major projects ahead

## AGRICULTURE

H. BOWEN-JONES

A CONSIDERATION of agricultural drive in Saudi Arabia may seem somewhat sanguine when set against a background of relatively slow growth in farming production, the immensely negative resource attributes of so much of the Kingdom and the chronic manpower shortages which affect so many activities. And yet the evidence now clearly points to a coming decade of quickly accelerating agricultural transformation, this following the past decade of slowly gathering momentum.

The period between 1970 and 1975, that of the First Plan, it is true was one in which agricultural production value grew more slowly than any other sector, but the average annual rate of 3.6 per cent was considerably higher than the world average. The difficulties of arid zone agriculture can be exemplified by the enormous fluctuations in the wheat harvest between a low 63,700 tons in 1973-74 and a high of 153,400 tons in the succeeding year, which was then followed by a two year decline to the 1976-77 level of a little less than 100,000 tons; even so the running mean shows a reasonably steady improvement while vegetable and fodder production figures have climbed much faster. The truth is of course that so far the 1970s have largely been characterised by a slow climb in the foothills of agricultural production, and only now is the pay off from a great deal of earlier effort beginning to show.

In some regions, such as the great oasis of Al Hasa, very large technical investment has been made in areas where traditional agriculturists have long been established. Here change can only take place at a rate acceptable to existing farmers, and the key to success lies in demonstrating new and profitable opportunities through extension and advisory services. In other regions the emphasis has been on the reclamation and exploitation of virgin land and water resources, for example at Haradh and Dawasir, and here the demands for technological and management capability as well as for capital have been enormous. And the whole while it has to be remembered that the foundations for development were barely completed by 1970—the data studies for public land distribution, the national resource surveys, the establishment of a strong Faculty of Agriculture at the University of Riyadh, etc.

Agriculture now stands on the launching pad. Two major research and development facilities at Hofuf and Qatif, increasingly staffed by trained Saudi Arabians assisted by a great range of foreign specialist groups—from Britain, Germany, France, the U.S. and Taiwan among others—have already produced an enormous volume of trials results ready for application in irrigation, livestock and fodder production. Other animal husbandry centres are well established at Al-Madinah Al-Munawwarah (where there is also a data research centre) and Dirab. Range improvement projects at Huma, near Taif, and Ara' in the northern province are similarly well established. The Ministry of Agriculture and Water now also has agricultural equipment and other training centres and central laboratory facilities near Riyadh.

### Demand

At the other end of the spectrum lies demand. While agriculture (including pastoralism) may still absorb over 30 per cent of the labour force, probably over 80 per cent of the population is dependent on commercially available foodstuffs. Between 1969 and 1977 imports of live animals, fresh and frozen meat and chickens rose from SR 143.3m to SR 869.4m, and the imports of flour and rice almost tripled in value. Generally high incomes and living standards have particularly strengthened demand for meat, milk, poultry and eggs, the high-value high-protein products. This demand has been particularly concentrated in the three main regions in which economic activity and prosperity have been greatest. Hijaz—including the major centres of Jeddah, Taif, Mecca and Medina; central Nejd with Riyadh and its satellites; and in the east the near-conurbation of Dammam, Al-Qubair and Dharhan. Even now, however, provincial and secondary centres, such as Tabuk in the north and Abha in the south-west together with others, have become significant demand centres.

Between the growing technical capability created by Government and raw market demand lies the critical area of Government intervention, ranging from massive investment in development projects to policies of subsidising consumers and producers of agricultural products. During most of the 1970s such intervention was performed rather heavily handed, sometimes rather unselective and frequently contained some internal contradictions. This was not surprising given the small size of the Saudi Arabian population of basic data, an inevitable reliance on foreign expertise and, perhaps above all, a complex of varying governmental objectives ranging from social welfare to a lessening of dependence on imported food.

This was the period in which some SR272m. was spent in the basic reconstruction of irrigation and drainage systems in Al Hasa, of the Wadi Jizandm and irrigation project in Asir; it has also culminated in a great range of producer subsidies c.a. of SR0.30 per kilo of rice and SR0.25 per kilo of wheat, 50 per cent of the cost of chemical fertilisers, SR30 per head of sheep flocks numbering 40 or more and SR50 per newly planted date tree and many others.

Inevitably there has been waste, inevitably there have been incompatibilities—in purely economic terms Saudi Arabia needs fewer datepalm trees rather than more, and in human terms a career in "dirt-farming" has proved for less attractive to pastoralists than has a move to the cities. However, through a relatively lavish use of the one plentiful resource—money—Saudi Arabia has not only obtained some considerable production responses but is winning through to a remarkable degree, given the rapidity of change, to a considerable level of sophistication in its approach to agriculture.

At one extreme one can adduce the case of Burayb, 60 km north east of Riyadh where high temperature water from very deep aquifers will not only supplement Riyadh's town supply but will be linked with a

large hydroponic agricultural production unit. At Jizan some 50,000 farmers are being involved in a major regional development scheme, which based on the Wadi Jizan flood control and water storage dam, will provide marketing and support services as well as new land and new production opportunities. Najran (also in Asir), Burayda and Khari in the central region, as well as Wadi Dawasir to the south, are among the areas where major state-financed large-scale projects are now under way, more and more hard-headedly controlled by an increasingly skilled Ministry management. In the main agricultural regions there is also an accelerating private initiative, particularly in meat, meat and poultry production, an initiative especially important in that much private capital, which traditionally would have flowed into real estate and commerce, is now being reinvested in the land.

### Mature

Ironically, it is this increasingly mature governmental and private drive in agriculture which is creating a manpower problem different from that experienced in the last decade. Then the difficulty was in retaining or obtaining on the land now: the government has to ensure that ever-increasing demand for electricity is met. Extensive blackouts last summer in the Riyadh area worried the government and determined steps have been taken to try to make sure that there will be no recurrence this year. Ministers do not need to be reminded that it was the power failures causing extensive blackouts in Iran in the summer of 1977 that first made the average Iranian aware of the inefficiencies of the Shah's government.

But with demand increasing at an annual estimated rate of 60 per cent, and a fragmented, largely private sector power-generating industry, it is difficult for the government to be certain that its best intentions are translated into additional generating and distribution capacity fast enough to meet the rising consumption. First steps were taken to consolidate and to rationalise power generation in the Eastern province (where there is a concentration of industry) in January 1977. In that month, 26 private electric utility con-

cerns plus the massive and sophisticated Aramco network, were consolidated into the Saudi Consolidated Electric Company (SCECO). Aramco has a contract to manage this \$1.45bn enterprise, in which the Saudi government has a 40 per cent share.

Combining these units into one integrated network was not the work of an afternoon. Naturally, before the amalgamation each individual unit had had little incentive to standardise, and management skills extended from the great professionalism of Aramco to the most basic.

Increasingly there is an awareness that the country's finances are far from being infinitely large. But there will almost certainly be four, or possibly five, regional grids: the Eastern Province, the Riyadh area, stretching north to, but not including, the town of Hail, the northern and southern Red Sea coast areas, and possibly the northern provinces. The future shape of these grids should appear when the report of the U.S. consultants Charles T. Main, working under the aegis of the Saudi-U.S. Joint Economic Commission, is published. This report covers a 25-year electrification programme for the entire country.

The Government has tried to leave the power supply industry in private hands, but increasingly it is realising that the private sector requires at least a framework of national policy and some assistance with pricing if the kingdom's best interests are to be served. All private companies are therefore subsidised.

To ensure that the private sector has access to capital for the necessary expansion, the resources of the Saudi Industrial Development Fund were made available for private electricity projects and the financing of such projects rapidly became a major part of the development fund's activities. The fund provided financial backing for the establishment of SCECO and is also involved in the consolidation of the various Riyadh power generation and distribution systems. As at the end of 1977, SIDF had made a total of 74 loans totalling SR 4.4bn (\$1.3bn) for electricity projects.

The need to add additional generating and distributing capacity, plus the necessary management and maintenance services, to meet the sharply increasing demand is likely to be one of the most pressing domestic problems facing the Government of Saudi Arabia over the course of the next two to three years. This issue could very easily have important political ramifications.



Fresh milk is produced at four Masstock dairy farms near Riyadh, and is marketed in the east coast towns under the Almarai brand name.

# Regional grids needed

## ELECTRICITY

JOHN TOWNSEND

THE DEBATE in Saudi Arabia on the subject of industry in the kingdom does not extend to that other arm of the Ministry of Industry and Electricity, electric power generation and distribution.

Throughout the country, people have become accustomed to the benefits of electricity, and especially to air conditioning in the torrid months of summer. There is no way back now: the government has to ensure that ever-increasing demand for electricity is met.

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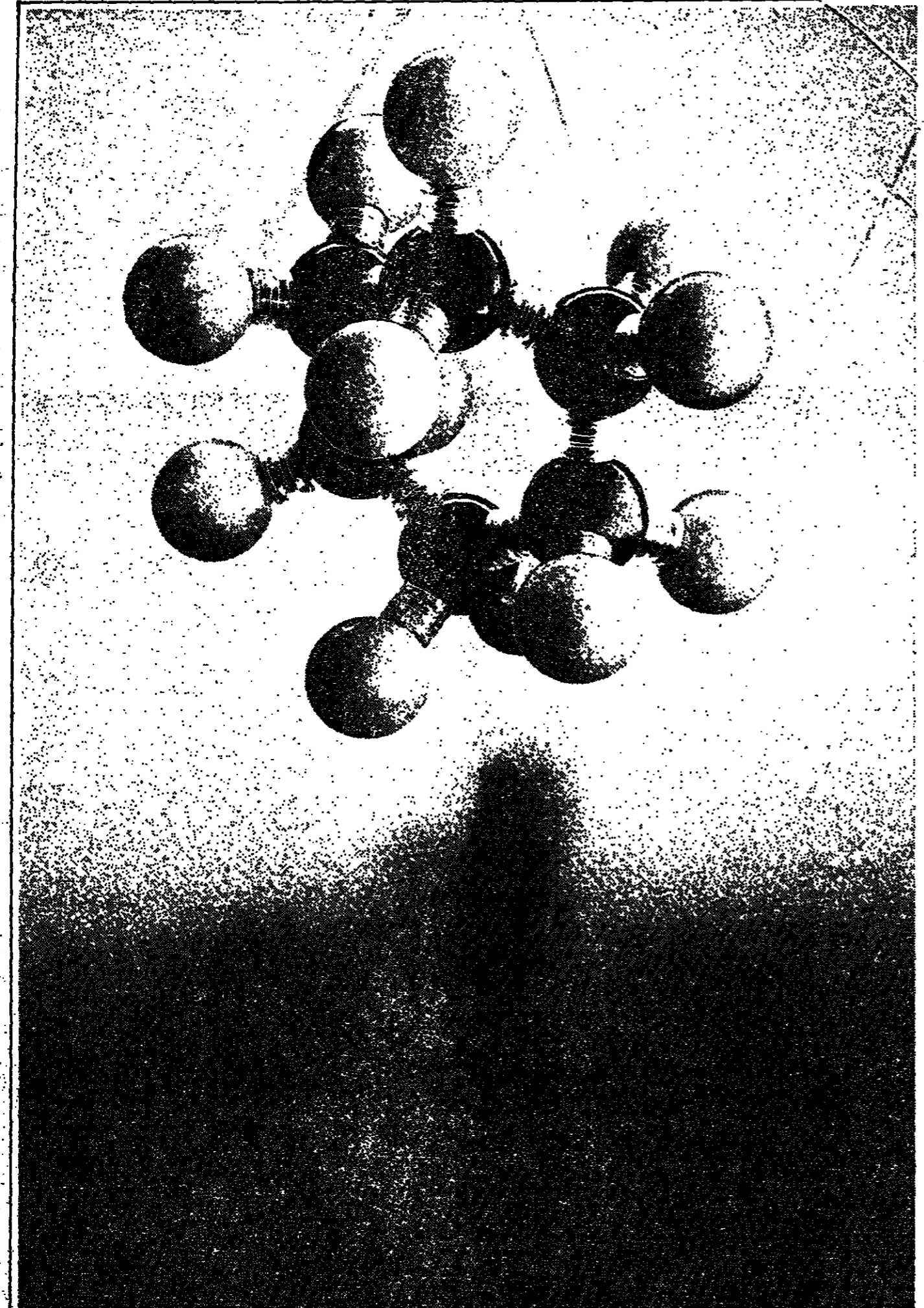
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## SAUDI ARABIA XIV

# Foreign labour a worry

## MANPOWER

JOHN WEIR

SAUDI ARABIA is uncomfortably aware that it is completely dependent on foreign labour. Nevertheless, it is increasingly determined to control the massive influx of workers (from Asia, Africa, Europe and the Americas), in order to keep Saudi Arabia for the Saudis.

The decision last summer to insist that all foreign workers be there legally has brought fear into the streets of the cities, caused severe disruptions in the casual labour market and demonstrated the Government's deep concern over the human sub-structure on which its economic development rests.

Each Hajj brings a new infusion of illegal workers from the world's poorest countries to melt into the cities of one of the world's richest. Worry over these vast and often fraudulent shipments of manpower is understandable.

The second Five Year Plan's projection of a non-Saudi labour force of 812,600 by 1980 now seems wildly optimistic but as Sheikh Hisham Nazer, Minister of Planning, said in a recent interview: "I think our successes in plan implementation in recent years would have been far fewer if we had not been so constantly mindful of the need to regard our Second Development Plan as flexible."

One reliable report recently estimated that out of 5m Saudis, 1m are in the labour force compared with 1.3m foreigners: 30,000 from the Far East, 300,000 from the Indian sub-continent, 400,000 from the two Yemens (with 180,000 in the Western Province), 350,000 from Egypt, and 50,000 from Europe and the U.S., with the remainder from assorted countries in the Third World, including other northern Arab States.

### Interned

The dangers of exposing the have-nots to the blinding wealth of Saudi Arabia were perhaps never more evident than after the theft of a SR 6m payroll for workers employed on the military hospital in the capital by Phillip Holtzman. All Pakistani, Indian and other casual labourers were reportedly interned behind wire fences at the camp outside Riyadh. In the manner of Mayor Daley's Chicago, tough action paid divi-

ends. A night watchman eventually remembered seeing two West Germans enter the main office after hours. They are now in prison.

An even stronger motive for the crackdown on foreign labour than crime prevention was the gnawing sense of not knowing who was doing what and where in Saudi Arabia. And so a relentless campaign to round up unauthorised workers was launched. Prince Naif, Minister of Interior, announced on March 10 that in the first six weeks of this year 38,000 illegal aliens had been deported. The frequent warnings and promises of vigilance can only mean that the purge will continue.

Sudanese and others living in the poorer sections of the city say a knock at the door in the middle of the night is not uncommon. Husbands can come back from a day's work to find their wives or parents have gone. Those arrested are usually held incommunicado for three days before being shipped back to their countries. Those who can get word out and eventually show their legal documents pay a fine of up to SR 600.

At a time when Islamic fundamentalism is said to be on the rise, Pakistanis report that many of their compatriots are returning to their country disillusioned with their holy land and its religion.

This year's Hajj was the most strictly controlled in memory. On arrival pilgrims were made to immediately board buses at the airports and ports. They were then immediately driven to Mecca. The matawifis, or Hajj guides, were instructed to keep a close eye on their flocks. At the end of the Hajj, the over 830,000 pilgrims from outside the country, a 13 per cent rise over last year, were virtually escorted to the aircraft, ships and buses that were to take them home.

If contractors have had trouble with fluctuations in labour supply and wages since the crackdown, they can at least look forward to a more regular and controlled flow of workers. Day wages, which rose from SR 35 to SR 85, when workers were lying low during the first summer raids, have now ebbed to about SR 50.

Two of the most visible groups of labourers are the Koreans

and the Yemnis. Because of the serious shortage of manpower in South Korea, particularly of skilled labour, workers from that country rarely stay longer than a year, which is of particular attraction to wary Saudis. Their discipline and energy are legendary. Saudis are bemused and even a little condescending when they see the hordes of Koreans toiling under the blazing sun in almost every Jeddah street.

Problem cases are immediately shipped out. A Korean official in Jeddah even went so far as to say that those who break Saudi or Korean law automatically resign and go home because "they have failed their duty." They work a 48-hour week and earn about \$800 a month, only marginally more than they would make back home. Most are brought in on block visas by Korean companies and, after Korea's \$2bn contract blitz last summer, their numbers are expected to increase. In 1974 there were 4,000 Koreans. There are now an estimated 40,000.

### Advantages

Yemenis are the only group in Saudi Arabia who are not, in effect, indentured servants. Their residence permits are not tied to a labour contract. Consequently, they are the only legally fluid labour pool.

Despite their unique advantages, Yemenis face stiff competition since the issuance of block visas was legalised three years ago. This, coupled with the availability of higher wages in North Yemen, means that their numbers are decreasing especially when compared to Pakistanis, the group said to be growing the fastest.

The Saudi labour force is confined mostly to the management level desk jobs, and to certain services such as road haulage and taxi driving and tea-making. There are very few Saudis in the skilled, semi-skilled and unskilled labour sectors. But Saudi, the national carrier, and

Aramco have had some success in training men for carrying out a wider range of functions. Sheikh Kamil Sindi, Director-General of Saudia, said the TWA management contract is about to be scaled down to a technical services agreement, virtually all middle and senior level management positions are now filled by Saudis.

Aramco, which has been training Saudis at all levels since its inception, is soon to be nationalised, having cheerfully worked itself out of a job.

Sheikh Kamil said that TWA will become no more than a recruiting agency: "When we need, say, 20 mechanics, TWA will provide them but we will be in charge."

His example is apt. TWA officials reveal privately that, though Saudis make excellent pilots and administrators, Americans and other foreigners will be wielding the spawners for years to come.

The Government started its Vocational Training Directorate under the jurisdiction of the Ministry of Labour and Social Affairs in 1963. Its effect has not been negligible, despite the priority given to the development of so-called "human resources" which in the 1979 budget was allocated SR 15,700.

Vocational training centres have been built or are planned for virtually every city and major town in the kingdom. In July, Mr Ibrahim al Anqari, Minister of Labour and Social Affairs, signed a SR 25m contract with the U.S. concern Frank Holmes and Company for the design of 10 training centres in Jeddah, Riyadh, Dammam, Qasim, Najran, Al Hassa, Abha, Bisha, Taif and Jizan. The Ministry recently put construction of the 10 centres out to tender, requiring letters of intent to be received by May 5, 1979.

Young Saudis are regularly exhorted to join a vocational training programme and are paid from SR 500 a month to SR 1,500, as well as being given free room and board

and transportation. Sheikh Ahmed Jaffal, of E. A. Juffal and Bros., established a special training programme in 1976. The programme is now linked to the Mercedes truck assembly plant, a joint venture with Daimler Benz and the kingdom's only such industrial project.

There are 38 young men between the ages of 16 and 21 enrolled in the four-year programme. Half of them are Saudis. Next year's class of 17, selected from an applicant pool of 30, are all Saudi citizens. They are given a monthly stipend of SR 500 for the first two years and SR 1,400 for the last 24 months of training. The programme is a considerable private investment but the students are under no obligation to join Juffal after graduation.

Nevertheless, Juffal's National Automobile Industries are heavily dependent on Turkish imports from Germany, and the training centre will not graduate its first class of 16 until the end of 1980.

### Training

Saudis from the villages and outlying regions have taken to lorry-driving in droves. It is considered an honourable profession and it has certainly been a lucrative one, though a dangerous one, too, given the rate of accidents.

In 1976, 25,311 trucks were imported; 15,927 in the 16-tonnes-and-over class, dominated by Daimler Benz, and 9,384 in the 5-to-16-tonnes group, the largest share taken by General Motors.

According to a recent market survey, almost all owners have a small fleet of up to five trucks which they and their immediate family members operate. In the mid-1970s, at the height of the construction boom, these hardy bedouin were taking in around SR 30,000 a month but, as the transport market is now flooded and the Government-generated economy has shifted into a lower gear, they now make between SR 10,000 and SR 15,000—still more money than there is to be made back on the farm—or with the tribal herds.

Of the 170 owner-operators interviewed for the survey, 48.1 in what sectors.

per cent transport building materials, 33 per cent general cargo, 11.5 per cent oil products and 7.1 per cent water.

As a developing country, Saudi Arabia is almost unique in depriving itself of half its labour force. Women are not allowed to work and, when it could no longer be ignored that they were working in increasing numbers, a decree went out last May from the Ministry of the Interior forbidding the employment of even foreign women who happen to be in the Kingdom because their husbands work. Parsons was reported to have put 60 female employees on temporary leave. They have now all been replaced by male secretaries and clerks from the sub-continent—a needless import of more foreign manpower the Government does not want.

For the expatriate wife (no foreign career women are allowed in the country), this is, at worst, a temporary inconvenience. For the Saudi woman it can be an intensely frustrating fact of life. Foreign companies say they often get calls from graduates of the women's universities asking for jobs. When the women are turned down, they are often very bitter.

With the establishment of girls' primary education in 1955 under the patronage of Princess Hat, wife of then Crown Prince Faisal, a steady progression developed from primary schools to secondary education to university and graduate programmes for women.

The next logical step in the sequence is employment and a fuller integration into society but few Saudis are willing to predict when the country will be able to sustain such a change. Medicine, teaching and social work are virtually the only outlets for the Kingdom's trained woman power.

Market researchers say the Saudi Government is keeping a wary eye on manpower. Ministries and private investors have caught the Western penchant for surveys and are commissioning them faster than they can be completed. They are asking how they can bring their own people into the labour force, what incentives are needed for a worker to move from his village outside Mecca to a factory in Yenbo, or how many foreigners will be needed



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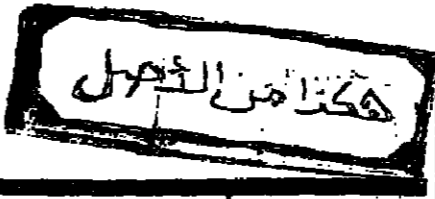
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# Curbs add to problems

THE PAST year has been a very difficult and disconcerting one for companies undertaking work in what is the world's largest market. Just as the Saudi economy seemed to be settling down to a steady pace and inflation had come down to a much lower level, the industry was confronted with new problems in addition to the continuing and traditional ones of bureaucratic inefficiency and the endemic disruptions caused by the religious fast of Ramadan, holidays and the pilgrimage period.

Chief among the problems was of course, the curbs on Government spending, decided upon last June to reduce inflation further and curtail the considerable waste of money that has resulted from lack of tight supervision. In Saudi Arabia the State is responsible for over 90 per cent of a construction programme that last year was reckoned to be worth some SR 60bn.

Even the slightest shift in policy is of crucial importance to contractors. The fiscal restraints introduced amount to a major change that has badly shaken many of them. To make matters worse for them there has been reorganisation and chaos in the labour market that has added considerably to costs by removing casual workers from the country.

From the beginning payment delays—which at the best of times tend to be the rule in Saudi Arabia rather than the exception—grew longer. The trouble began from the original directive to the effect that departments were not to spend more than 70 per cent of their budget allocation without referring to the Ministry of Finance. It was interpreted in different ways.

## Controls

The Ministry of Agriculture and Water and the civil aviation wing of the Ministry of Defence for a while were reported to have slashed back payments due on all contracts by 30 per cent. Others scaled down or delayed projects. The Ministry of Finance contributed to the arrears by minutely scrutinising actual payments and tightening controls on those it considered wasteful.

In September, pointed emphasis was given to the rejection by the Ministry of the Interior of a \$400m bid by a U.S. company to update the highway patrol system. "Extravagant" specifications from consultants, as well as alleged over-bidding by contractors, were condemned at the outset of the financial year.

A new catch-phrase in Riyadh—apparently coined by Mr. Mohammed Aba al Khalil, the Finance Minister—is "every rial in its place." The length of delays in the payment for certain contracts and the award of new ones is not entirely attributable to their scale or their complexity. Rather, it seems, everyone is being taught a lesson. In January the Council of Ministers decided that government contracts and purchases worth more than \$100m (some \$30m) must be approved by Crown Prince and First Deputy Premier, who is an over-worked and busy man.

Another reason for the slowdown has been the somewhat less than successful campaign against unacceptably large commissions—a campaign that has received some success from events in Iran. Convincing though it may be to some observers, the resultant limitation of bigger orders has been conscientious enough to hold up payments and awards on new contracts. In the wake of speculation about the big telephone contract that the Government ordered to be negotiated in 1977 and the controversy over the original contract placed for the Jeddah IV desalination plant the Government early in last year issued a decree limiting the commission of agents to 5 per cent. Implementation of it has not been very effective.

## Attitude

Nevertheless, the old laissez-faire attitude towards the fat rife-offs is under question for two reasons. First, real divisions of wealth are beginning to appear within the Royal Family itself within whose ranks some of the senior princes are in a very advantageous position to take the richest pickings—to the resentment of their less privileged cousins. Secondly, profiteering from the State is beginning to be seen as a blatant disregard of the concept of citizenship.

The revenue squeeze was a temporary phenomenon. As a result of the Iranian crisis, oil production picked up towards the end of 1978 and since the beginning of the year has been running at 9.4m barrels a day. There has been some improvement in the payments situation. Nevertheless, the horror stories abound. For instance, last month one British company had received nothing—though there was no dispute over its performance—since last June when it was paid one-tenth of what it was then owed. Three luckless Italian road contractors had also gone for nine months without any payment.

All ministries have been affected.

With as much as half of project budgets taken up with what amount to current payments there was bound to be a slowdown as ministries reached their ceiling only half-way through the year. Communications, Agriculture and Water, Municipal and Rural Affairs, and to a lesser extent—the Saudi Ports Authority are those which have gained the worst reputation for failing to meet their obligations. The Ministry of Defence and Civil Aviation and the National Guard, headed by the redoubtable Prince Sultan bin Abdul-Aziz and Prince Abdullah bin Abdul-Aziz, seem to have been deliberately stemming the flow of funds just to show an example.

Delays in payments and international exchange rate fluctuations, which have particularly hurt West German and Japanese contractors, have made contractors acutely conscious of the need for cover. Companies have also learnt that the consequences of a holiday must be dire. When King Khalid returned from heart surgery in mid-November, the three-day bank holiday precipitated a crisis in the Saudi Arabian Monetary Agency, which was unable to cover the commercial banks' demands for currency. All payments to contractors stopped. Although the dramatic rise in lending rates that resulted subsided by mid-December, the whole affair only served to confirm doubts of foreign banks about the excessive risks of contracting in Saudi Arabia.

The Government has reconfirmed that it will not allow any clauses in contracts allowing for neutral arbitration abroad and that disputes must come under the jurisdiction of the Grievance Board. In practice, the chances of the Government calling bonds—the 10 per cent performance and advanced payment guarantee—have been less of a worry in calculations because no call of bonds is known to have been made in recent years.

Main beneficiaries from the Government's failure to fulfil its payment obligations have been the commercial banks which have provided the finance required for continued operations. By any standards the interest rate of 7 per cent, is modest enough but also sufficient to mean a substantial deficit for companies working under tight contracts—as most do.

For contractors in the service of the State the difference between profit and loss does not nowadays rest quite so much with detailed logistical planning and handsome allowance for contingencies as it used to in the days of port congestion and roaring inflation. Rather do they need the confidence of a friendly banker—and the best laid plans for securing the right labour. For some time now companies working on the bigger contracts have been obliged to make arrangements for the import of manpower from approved countries of origin.

Nevertheless, the Kingdom used to rely heavily on illegal immigrant workers. The wholesale repatriation of tens of thousands of them has hit foreign and Saudi contractors hard—doubling the wage rates for unskilled labourers.

## Panic

There was panic in the summer when Prince Naif bin Abdul-Aziz al Saud, the Minister of the Interior, announced that there would be a clamp-down on illegal immigrants. A large proportion of the unauthorised labour force went underground. Building workers became scarce and expensive. Daily wage rates in Jeddah leapt from about SR 35 to SR 85. Subsequently, the legalising of about 110,000 labourers, a continuing influx of permit holders and measures whereby workers could transfer to other jobs after the completion of projects brought daily rates down to SR 50 for regular workers and SR 65 for casual ones.

After the Hajj in January there followed another purge. Wages went up again by about 10 per cent and the beard. In the first six weeks of the year no fewer than 38,000 lingering pilgrims were deported. The cost in chaos and brutality—and, to be fair, some Saudi anguish not unrelated to the profit motive—was great. But at least contractors now have a better idea of where they stand. Illegal immigrant labour seems now to amount to only a huddle of frightened men.

As recruitment bureaux are planned both in Saudi towns and abroad, the illegal element is likely to disappear out of sight. Because of this, and because for projects over SR 100m (\$30m), contractors are required to import their own workers, countries with supplies of cheap and disciplined workers will continue to be favoured.

The only major change in contracting procedure—and not for the better—is that the original 20 per cent advance payments level, has become a maximum rather than the rule. At the same time the contracting process has become considerably more competitive. All but the largest contracts are fixed-price. Final awards, however, now bear little relation to original tenders. More and more Ministries now hold on to two or three of the lowest bid bonds—one per cent of the

## CONSTRUCTION CONTRACTS

JAMES BUCHAN

tender—and bargain for a reduction in price.

This in itself causes problems for contractors. One of the most experienced enterprises in the Kingdom, the Saudi-British joint venture Leing-Wimpey-Aliroza, has found itself paying interest on a bid bond of the order of \$50m for the new campus of Riyadh University.

Defence projects appeared to be unaffected even if payments are. Most notable there was the order worth the equivalent of \$413m placed with Britain's Cable and Wireless for a sophisticated telecommunication system for the National Guard. Otherwise there was emphasis on schemes designed to give social benefit like the \$344m TV station being set up by West Germany's Dyckerhoff and Widman, sports complexes in various towns being built under contracts by West German and Swedish concerns,

a \$211m hospital programme being implemented by the Italian concern Feal and \$2bn worth of public housing being built by the South Koreans.

Quality of labour has been a crucial factor in South Korea's success story. Eighty per cent of the 30,000 to 40,000 Koreans in Saudi Arabia have done military service—they are recruited by the companies when they are discharged. Their industry and conscientiousness—and the pride they take in their project—are a continuous source of wonder to Saudis and foreigners.

Seoul, Korea's capital, has become so sophisticated about the whole business that the Korean Overseas Construction Corporation, which represents the whole industry, has now set up an office in London to look for European joint venture partners. With most of the basic infrastructure now in hand—with only big port and road

contracts remaining to be awarded in quantity—the Koreans seem very happily placed.

Every major contracting country is represented in the Kingdom, where some Third World countries are cutting their Middle East export teeth. The Tower of Babel would have been a simple job to harmonise in comparison with rationalising the Saudi construction scene. In the award of contracts there is a very large political element since the rejection of "over-inflated" Western tenders two years ago. Now countries sometimes receive an order because their "political turn" has come round.

In competitive bidding—leaving aside the question of influential agents—what separates the contractors of each country is technology, access to finance and cheap disciplined labour. In the high technology areas, U.S. contractors still predominate followed by companies from West Europe. But while two years ago all the more sophisticated jobs might have been awarded to companies from the industrialised world, Korean, Pakistani and Indian—as well as Taiwanese—companies have shown themselves capable of

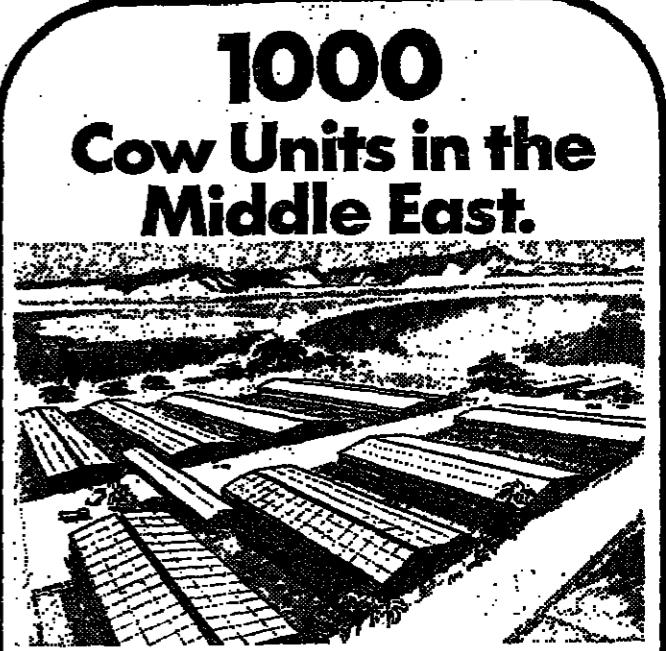
carrying out electrification schemes.

They were solicited to undertake them by Dr. Ghazi al Gossabi, Minister of Industry and Electricity, after he had angrily rejected bids submitted two years ago, accusing them of inflationary collusion.

In finance for bonding and operations, Far Eastern contractors also have a slight edge because of the close relations they enjoy with their governments. The Saudi banks too, which are almost exclusively occupied with import financing and short-term cover, have also been prodded by the Government into providing contract finance for South Korea and Taiwan.

The Government is pushing ahead, particularly at the industrial complexes, with an attempt to give greater opportunities to native Saudi construction groups.

With recent road and pipeline contracts confined to local companies, the Saudi construction industry is likely to grow into what is demanded of it. Most bankers and builders feel that foreign contractors not already established which try to enter the market outside the high technology areas are likely to face an uphill struggle.



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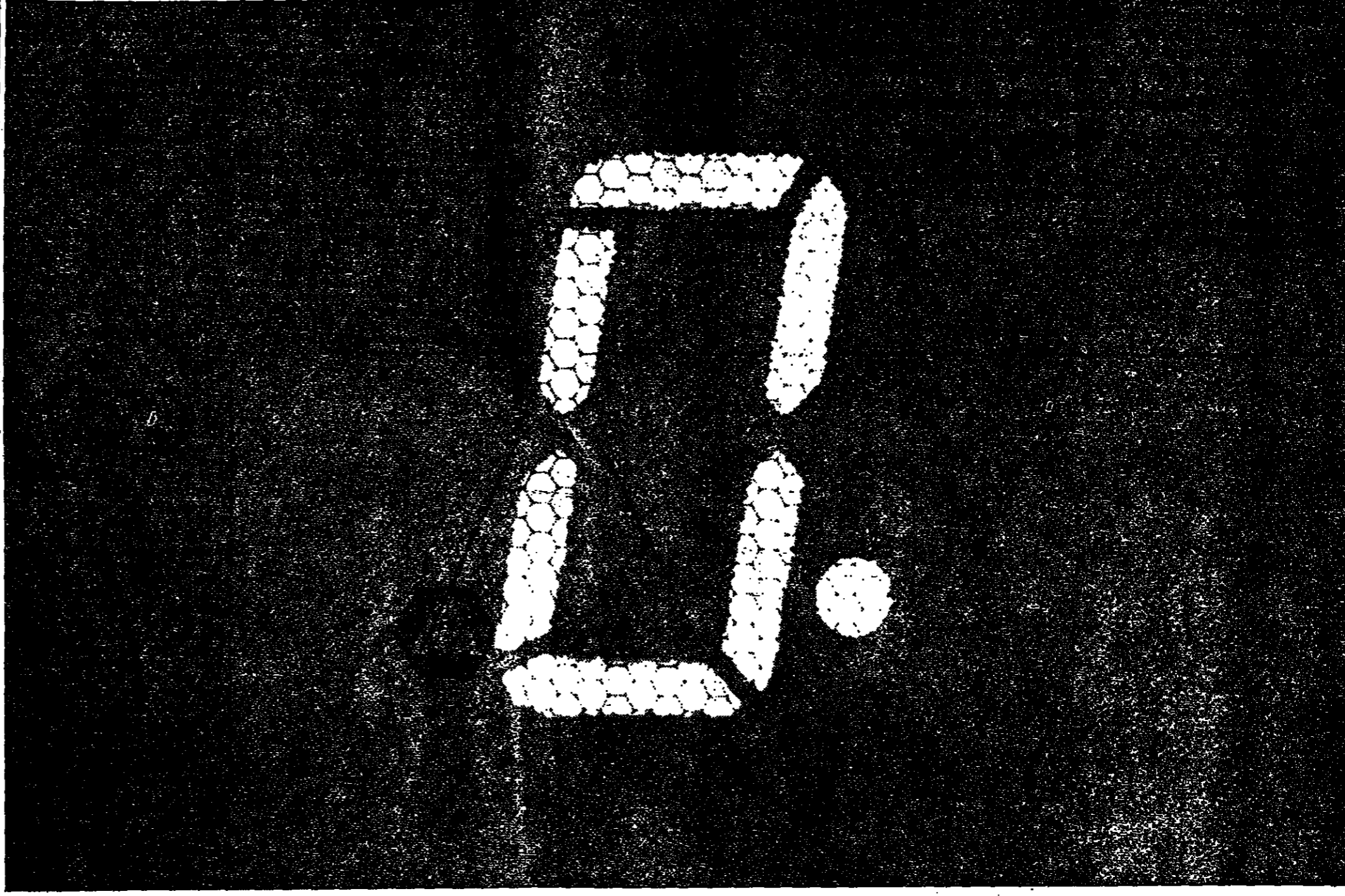
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## The concept that moved the world

The discovery of mathematical zero ranks in importance, in human development, with that of the wheel and the lever.

Its impact on Western technology and thought was so great, and its effect so far-reaching, that its full significance has not been appreciated or exploited, even today.

**Modern progress**

It is unlikely that modern man would so quickly have progressed beyond muscle power, without the introduction of the negative concept into arithmetic, nearly a thousand years ago.

25 centuries ago, the Babylonians were aware of a kind of nothingness, and used it in a positional system of number notation, though not as a number itself. The ancient Greeks also had a concept of the negative, but despite their intelligent outlook, they were never able to interpret it as a number.

**Intellectual liberation**

The Hindus and Chinese first began to develop the zero, and use it in arithmetical calculations. Zero became a number at last, which helped to make it easier to calculate in the abstract.

As far as Western technology is concerned, the most important development of zero was done under enlightened rulers by Muslim mathematicians. The rules of calculation we now learn at school, go on to perfect at university and beyond, were first formulated by the wise men of Islam.

Mathematician Lancelot Hogben says that "the discovery of mathematical zero liberated man's intellect from the prison bars of the counting frame."

The way to the digital computer was at last opened.

The name used in mediaeval Europe for the new rules of calculation was *algorithms*. This is a westernised rendering of the 13th century Muslim name Al Khwarismi, or Alkarismi—the scholar and mathematician.

The term algebra was coined from Al Khwarismi's famous book on calculus, "Al-Jabr wa'l Muqabalah." Even the word zero comes from the Arabic "dhr", from which, the Oxford English Dictionary says, we derive "cypher." And certainly zero as well.

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Today, a combination of Muslim financial shrewdness and Western dynamism is working to produce some remarkable results in practically every part of the globe.

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# Conflict of ideas

## THE CAPITAL MARKET

JOHN TOWNSEND

PROGRESS IN Saudi Arabia towards establishing the institutions of a capital market is influenced by two attitudes which are often contradictory. The commercial instincts and innovative flair of Saudi businessmen can be outstanding, but these qualities are tempered, often to the point of inhibition, by a deep respect for the prescriptions of Islam.

Many Saudis have accumulated considerable wealth, earned by dealing and by deploying their innate business skills. Much of this money is then left in demand deposits in the kingdom. Whereas other businessmen would seek to place their money, either domestically or internationally, in such a way that their personal security/earning preference was optimised, many Saudis, mindful of the Koranic rules against interest, simply deposit their money somewhere, generally but not necessarily always, in a bank. Bankers estimated that probably more than 50 per cent of private sector liquid capital is held in the form of demand deposits which earn no interest.

Although such attitudes clearly inhibit the creation of a capital market based on European or North American patterns, there is a small but vigorous market in bank shares in Saudi Arabia. When the process of Saudiisation permitted Saudi citizens to acquire part of the equity of the foreign banks operating in the Kingdom, the Government made an effort to ensure that as many people as possible could acquire shares by rationing their sale. Inevitably, this encouraged purchases by nominees. Now there is a thriving unofficial secondary market in the *sugs* (bazaars) of Riyadh and Jeddah. Knowledgeable and well-informed bankers have little difficulty in finding out the buying and selling rates for the various bank shares.

The contradictions are even more apparent when the question of the internationalisation of the Saudi riyal is considered. The Saudi Arabian Monetary Agency (SAMA) and the Saudi Arabian Government, can marshal wholly reasonable arguments against letting the Saudi riyal become a genuine international currency. The exchange

rate risks are too great for a country whose financial institutions are in an early stage of development, and the task of managing the U.S. dollar, or the pound sterling, for example, is seen by the Saudis as at times being even too much for the monetary authorities of the countries concerned. In a country where caution is a watchword, few would argue with SAMA's conservative attitude.

### Opportunity

Yet the Saudis themselves have created an international market for the Saudi riyal by insisting that all international contracts in Saudi Arabia be denominated in Saudi riyals. Initially, this gave the Bahrain offshore banks an almost literally golden opportunity to cash in on the situation, and more than one international banker in Bahrain has been heard expressing a certain gratitude to SAMA for creating a situation which the Bahrain-based OBU's have found highly profitable. The market could only exist, of course, for as long as SAMA was prepared to make the Saudi riyals available.

Bahrain *sug* gossip suggested that SAMA was not altogether happy with the monster on its doorstep, in spite of the fact that its own policies were in no small way responsible for the situation. Bahrain bankers were heard to mutter that "the Saudis are going to do something about it."

The Saudi business major asserted itself in the SAMA reaction, which was to permit the Riyadh Bank to set up a joint venture OBU in Bahrain with Credit Lyonnais, to be known as the Gulf Riyal Bank. The Riyadh Bank having 60 per cent of the equity and Credit Lyonnais 40 per cent. SAMA itself has a 38 per cent share in the Riyadh Bank.

This OBU, established in the first half of 1978 with an \$8m capital and a subordinated loan of SR 35m (\$25m), had an extremely profitable first six months. The second wholly-owned Saudi bank, the National Commercial Bank, has been given permission by SAMA to open its own OBU in Bahrain and expects to start trading in May of this year.

SAMA's other reaction to the Bahrain offshore market in Saudi riyals was to make it easier for foreign contractors to borrow Saudi riyals in the Kingdom through the commercial banks, and currently an approved borrower can get his Saudi riyals cheaper in Riyadh than in Bahrain. A foreign borrower has to convince SAMA that the proposed loan is wholly for use within Saudi Arabia and guarantee that there will be no arbitrage.

This trend corresponds with a move by the commercial banks in the Kingdom towards term lending for specific projects. Medium and longer term lending can, to a certain extent, suggest competition between the commercial banks and the various Saudi facilities—for example, the Saudi Industrial Development Fund, the Saudi Arabian Agricultural Bank or the Saudi Credit Bank. This competition is more imagined than real, though some commercial bankers would argue that, whereas the commercial banks employ only banking criteria in the assessment of a credit risk, the various funds might be open to political pressures.

The Saudi Credit Bank and the Agricultural Bank are so specialised (the former being a Government fund providing interest-free loans for specified purposes to lower income groups), that they cannot be said to compete with the commercial banks. As far as the Saudi Industrial Development Fund (SIDF) is concerned, its management is determined that only the highest professional standards are employed in assessing loan applications for one sector which is strictly defined in its statutes. In any case, the SIDF itself does not finance a project completely.

It is normally prepared to consider financing up to 50 per cent of a project's capital requirements, including initial working capital, for the first one or two years of a project. Its loans are interest free, but carry a two per cent annual administration charge.

Naturally, a Saudi entrepreneur having the imprimatur of SIDF on his industrial project is unlikely to have any great difficulty getting his additional credit requirements from a commercial bank in the Kingdom.

SAMA has been less enthusiastic about encouraging foreign SR bond issues. Its rules seem to be that any such issue has to be to an Arab government or State-sponsored organisation—to be co-managed by at least one Saudi bank. At least 50 per cent of the sum provided must come from Saudi banks.

An element in the evolving capital market in Saudi Arabia has been the syndication of performance bond and advance payment guarantees for inter-

national contractors bidding for contracts in the Kingdom. These guarantees can add up to as much as 25 per cent of a contract price and put an excessive strain on an individual contractor's (and his bank's) capital resources and liquidity. Citibank in Saudi Arabia was a pioneer in contract finance guarantee syndication and the practice has been copied by other banks.

In formulating its longer term strategy for establishing financial institutions, SAMA in 1974 decided to establish two merchant banks, one to operate internationally and the other nationally. The international merchant bank is the Saudi International Bank (SIB), which opened its head office in London in 1975, and which has just completed its second full year's operations.

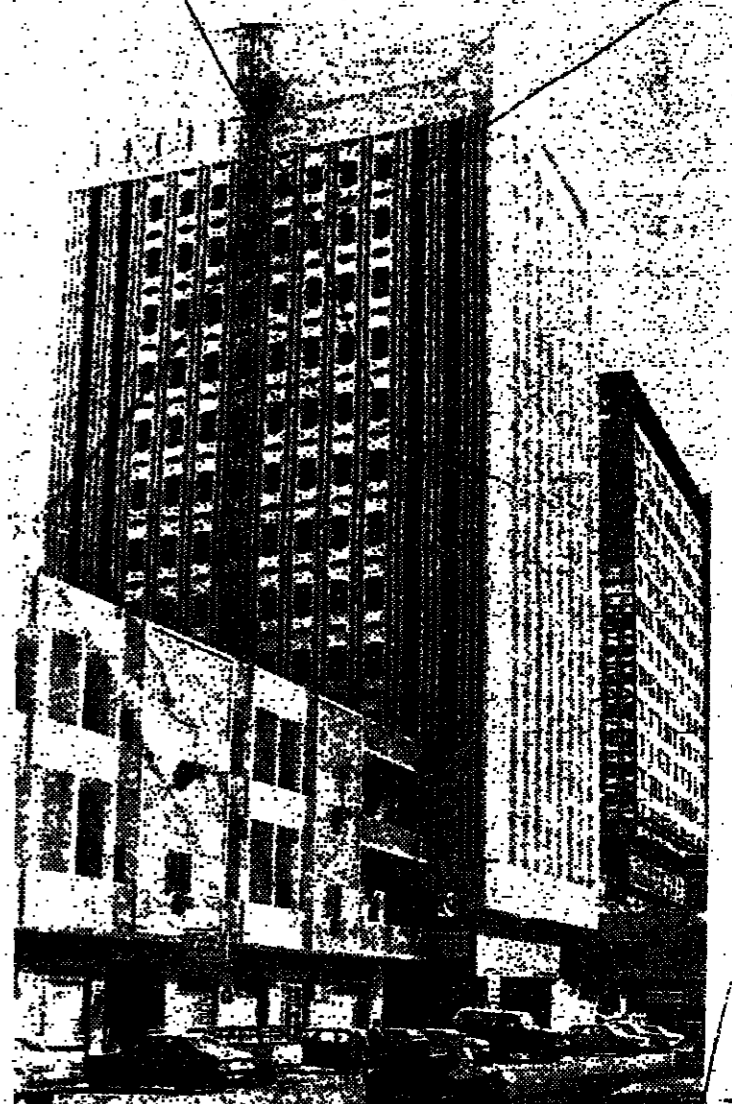
SIB is owned 55 per cent by Saudi interests (SAMA 50 per cent, The National Commercial Bank 2.5 per cent and the Riyadh Bank 2.5 per cent), and the balance by six foreign banks: Morgan Guaranty Trust has 20 per cent of the equity, and provides the management of SIB; the other foreign banks, each with 5 per cent, are the Bank of Tokyo, the Banque Nationale de Paris, Deutsche Bank, the National Westminster Bank, and the Union Bank of Switzerland.

The domestic merchant bank is the Saudi Investment Banking Corporation (SIBC), which opened in 1976. SIBC has a 65 per cent Saudi stake in its equity (the Saudi General Organisation for Social Insurance, the Riyadh Bank and The National Commercial Bank each with 8 per cent, the Bank Al-Jazira with 5 per cent, and the remaining 36 per cent with the Saudi public), and a 35 per cent foreign stake. Chase Manhattan, which provides the management, has 20 per cent, and the Industrial Bank of Japan, Commerzbank and J. Henry Schroder Wagg each 5 per cent.

Institutional difficulties (it needed a Royal Decree to permit it to start operations) impeded the start of the SIBC, but it is now operating very successfully as a wholesale commercial bank. It was originally intended that SIBC would be the catalyst for the establishment of other Saudi domestic financial institutions—for example, a stock exchange. Progress on this front is slow.

### Develop

Like all things Saudi, domestic capital markets will develop at the speed that and in the way that the Saudi business community wishes, given this community's priorities. Foreigners may deplore the gaps in Saudi financial institutions and money management philosophies, but there is little point in any country setting up, as an act of deliberate policy, financial institutions which lie outside the perception and the need of its business community.



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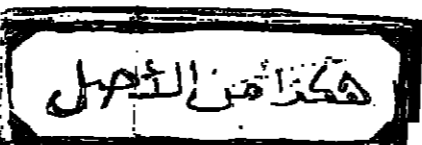
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# Orderly expansion

JUDGMENTS of the Saudi Arabian banking sector are lessening ranging from those of the foreign businessmen in a hurry trying to cash a traveller's cheque in Riyadh to those of the scholar who points out that less than half a generation ago for all practical purposes there was no banking sector in Saudi Arabia. All such judgments need to be tempered with an understanding of the objectives of the government of the Kingdom and specifically the objectives of the Saudi Monetary Agency (SAMA).

It is probable that SAMA would be happiest in a situation where the Kingdom was not in the international limelight and was being allowed by the international banking and business community to develop its own financial institutions in its own way and in its own time. Then banking development could proceed in an unobstructed manner, without any great risk of causing offence to local public opinion by introducing practices which might be deemed contrary to the precepts of Islam.

But the Kingdom's enormous oil wealth and reserves of crude oil have thrust it into the centre of the world's stage. Its monetary authorities are judged by international standards as they take their place this year in the management of the International Monetary Fund.

Saudi Arabia aspires to leadership of the Arab world and of the wider Islamic community; both aspirations are challenged, the first by radical political movements, and now even the second by events in Iran and the example of Libya. It is therefore not at all surprising that SAMA, trying to keep in step with the Kingdom's political leadership and ever mindful of the sensitivities of Saudi public opinion towards many of the practices of modern banking, is seen by foreign bankers as being ultra-conservative and often over-cautious.

SAMA's major domestic objective has been to be seen to have full control of the local commercial banking sector. Although foreign bankers argued that the Kingdom's banking laws and regulations, firmly and professionally managed, would give the Agency all the control it needed, local opinion held that a foreign majority shareholding in banks operating in the country was incompatible with full control.

## BANKING

JOHN TOWNSEND

The result was the process of Saudiisation under which the major foreign banks sold a majority shareholding (generally 60 per cent) in their Saudi operations to local interests, acquired in so doing Saudi Boards of directors for their local operations, and were given long-term management contracts. Citibank and the Arab bank held out longest, the latter on the grounds that as an Arab bank it could not be classed as a foreign bank.

SAMA has argued that this process of acquiring a majority shareholding (and in some cases full ownership) of foreign banks in the Kingdom is permitting, and will continue to permit, an orderly expansion of the domestic banking sector.

The capital of the major erstwhile foreign banks, now the Al-Bank Al-Saudi Al-Fransi, Al-Bank Al-Saudi Al-Hollandi and The Saudi British Bank, has been greatly expanded as a result of Saudiisation and it is likely that each of these three banks will also greatly increase the number of branches it has in the Kingdom. A larger lending base and a greater number of outlets, coupled with the great professional competence of the foreign management of these banks, would suggest that each would see a significant upsurge in business and hence in profits.

This lure is attracting many other foreign banks to Saudi Arabia in the hope of setting up joint venture commercial banking operations. SAMA is known to be exercising its well-known caution in considering these applications. A recurrent SAMA nightmare seems to be any risk of a repetition in Saudi Arabia of the 1978-77 banking crisis in the UAE.

Foreign bankers argue that the Emirates' ambiguous political structure was a major cause of this crisis, and point out that there could be no repetition in the Kingdom. SAMA remains unconvinced.

A more practical argument against too many more foreign joint venture commercial banks

in Saudi Arabia is that the supply of Saudi businessmen with sufficient capital and ability to sit on the boards of directors of new banks is not inexhaustible. Inevitably, the existing banks have tended to take the cream of the available talent, and available capital resources.

SAMA's caution is likely to ensure that domestic banking expansion takes place slowly and keeps pace with the demand for banking services. The enormous growth in the money supply which took place from 1974, coupled with a matching dramatic growth in that staple of Saudi banking, the demand deposit, is unlikely to be sustained. The next few years will probably be a time of consolidation, with a cautious expansion, and a move away from demand deposits as the Saudi bank using public grows in numbers and becomes more sophisticated.

A movement away from demand deposits means of course some understanding on the question of interest and a per-

ception by the Saudi community at large that there is a difference between a commercial rate of interest as a charge for the use of money, and the growing weight of usury which prompted the original Koranic prescription.

So far, domestic commercial banking in Saudi Arabia has meant an almost exclusive concentration on short-term finance. The community has no private sector exports, and by far the largest element in commercial banking business has been the finance of imports. Statistics need to be taken with the proverbial grain of salt, but it seems likely that, at the peak of the boom, the financing of imports made up as much as 60 per cent of domestic banking business. Construction and industrial development loans made up most of the balance.

## Reluctance

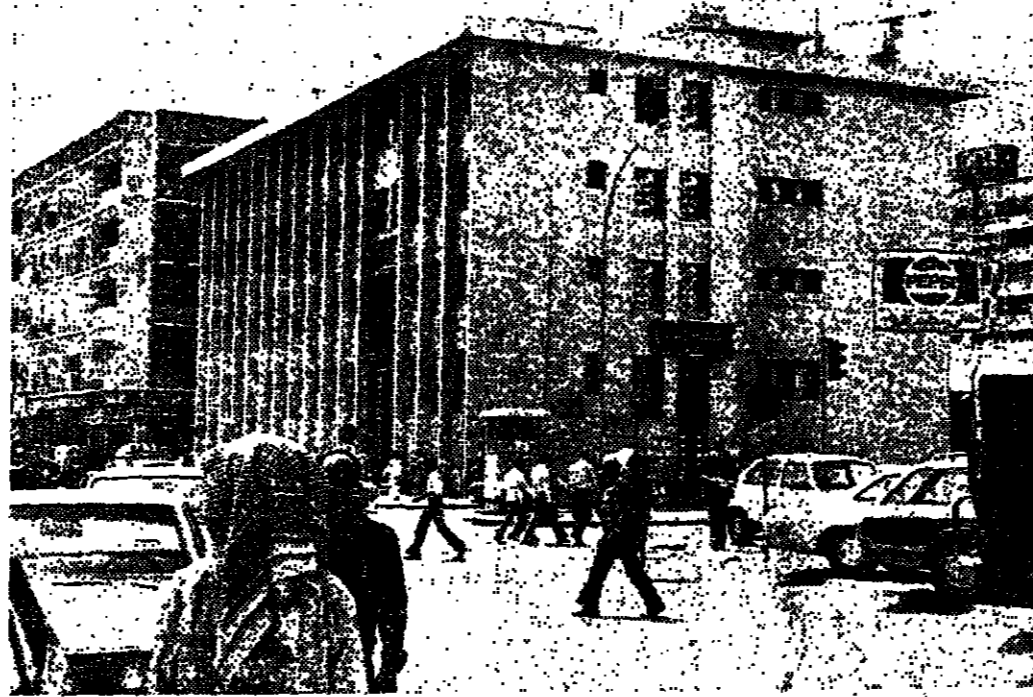
One of the less serious criticisms levelled at the erstwhile foreign-owned banks in Saudi Arabia has been their apparent reluctance to employ Saudi nationals. This "reluctance" has been more apparent than real, for the simple reason that there have been very few educated Saudis who were prepared to accept the low status and comparatively low financial

rewards of being a mere employee in a bank, especially a foreign bank.

It cannot be expected that Saudiisation will make a big difference. Saudis are not natural employees. Their instinct is to be in business on one's own account (witness those keen businessmen, the taxi drivers of Riyadh or Jeddah).

SAMA's move from Jeddah to its splendid new headquarters in Riyadh brings the Agency into the same city, and indeed, into the same street, as the various Government Ministries. As such, it might be said to underline the fundamental unity of all Saudi Government Ministries and agencies, and hence possibly to ensure an even greater caution.

Saudis often have an understandable reluctance to adopt Western ways which are alien to their own culture and the needs of their society. Western bankers may argue, with impeccable professional logic, that interest-bearing deposits and cheque books are as much a part of modern business life as the jet engine is part of modern travel. To this the Saudis reply, with their characteristic concern about preserving the values of their society, that they will develop their own banking methods to suit themselves, in their own way and in their own time.



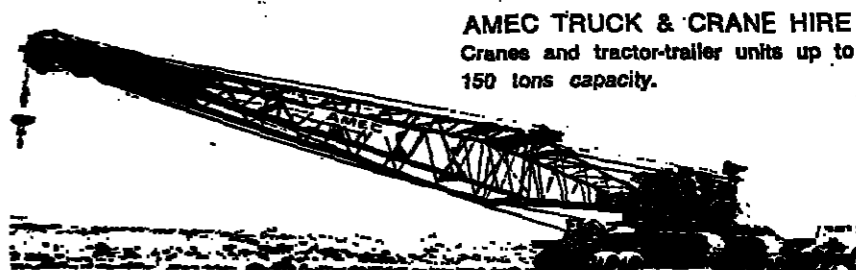
The National Commercial Bank building in Riyadh.

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### Right on schedule

There are three phases on the complete contract. A crucial part of phase one stipulated that the first five digital AXE ex-

changes must enter service by the end of 1978 - a challenging delivery deadline that many people in the telecommunications industry thought unattainable.

Abha is the site of one of the first five digital AXE exchanges put into commercial operation on 13th December 1978.



Thanks to the unique design philosophy of AXE, coupled with LM Ericsson's project management resources, the first five AXE exchanges entered service on 13th December 1978. Right on schedule.

Saudi Arabia was the second Middle Eastern country to order the LM Ericsson digital AXE switching system. The first was Kuwait.

For these and the other 17 countries that have chosen AXE, the prime attraction was the long term operational economy and flexibility offered by the system.

### Functional modularity

It's made possible by the radical new design philosophy behind AXE, best described as 'functional modularity'.

It's a far reaching concept that is carried through both software and hardware. And it's functional modularity that gives the AXE system its exceptional handling characteristics.

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In this way, complete exchanges can be tested in a factory pre-installation plant, considerably reducing the need for on-site installation, commissioning and testing.

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It's this technological strength, coupled with LM Ericsson's project management resources and international experience, that has established AXE as the preferred digital switching system in 19 countries. And why AXE is now under consideration by most Middle East countries.

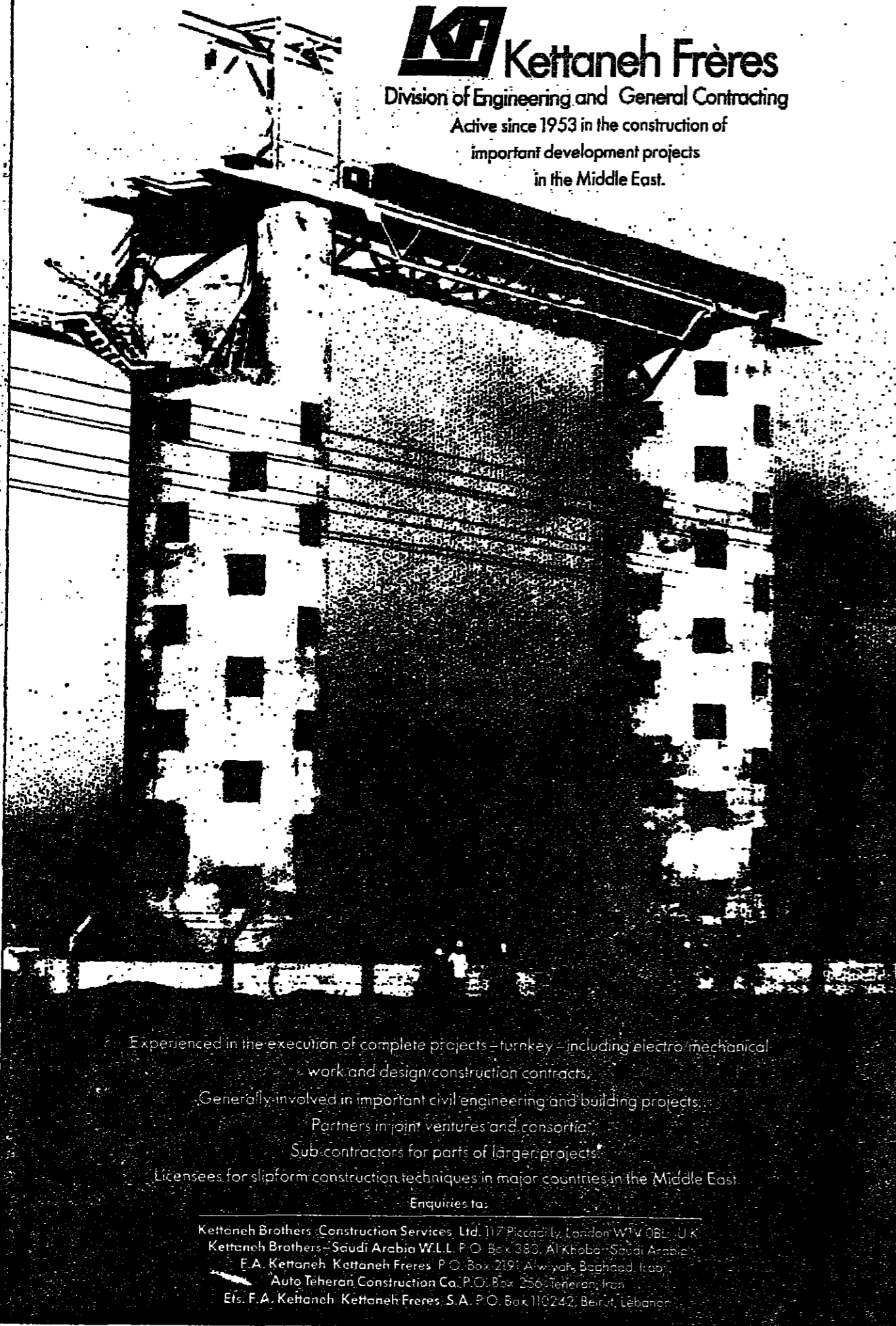
Total planning and 'supersystem' capability are becoming increasingly important in today's world telecommunications markets. One of the results is a growing demand for organizations with worldwide, across-the-board capabilities not just in hardware, but also in areas such as network planning, system interwork, system administration, and operation and maintenance; organizations with the capacity, know-how, experience - and financial and technical resources - to design, manufacture and install complete telecommunications and tele-signalling 'packages' virtually anywhere in the world. With a complete product range and with operations in more than 100 countries around the world the Ericsson Group is one of the very few organizations capable of meeting these growing demands.



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SAUDI ARABIA XVIII



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A terminal building at Jeddah Airport.

# Record of success

ITS 13-STORY executive headquarters no longer dominates the skyline of Jeddah, but Saudia, the Government-owned airline stands out as a bastion of success. Although affected by the perennial shortage of manpower, lack of indigenous technological experience, and enforced inability to satisfy thirst for alcohol, Saudia has expanded 30-fold since it started in 1945.

Sheikh Kamil Sindi, the director-general, says the management contract with Trans World Airlines, which has nurtured Saudia since it began operations, will soon be scaled down to the level of technical services. This will be the most important achievement in the history of the airline, says Sheikh Kamil.

Like so many other aspects of Saudi Arabia's relationship with the U.S.—for example, the oil industry—Saudia's link with TWA goes back to the Presidency of Franklin Roosevelt. King Abdul Aziz was given a DC-3 Dakota, along with one of PDR's wheelchairs, to mark their meeting in 1944 on the Great Bitter Lake. The DC-3 with its American crew became the first of the national airline's fleet. In early April of this year Saudia added its 10th Lockheed L-1011 TriStar and when final agreement on a new TWA contract is announced Saudia will officially stand on its own.

"All decision-making and management posts have long since been Saudised," Sheikh Kamil says. In the executive building briefcase-wielding Saudis flow through the halls. Down the street, on the site of what was once an enclave of American TWA employees, where guards refused to admit Saudis on film nights, Saudia's flight training centre and computer reservations system now stand.

Most employees, and all the remaining 800 Americans, have started moving into Saudi City, a section of a massive and rather spartan housing project built by Sheikh Muhammad Al Amoudi, a former banker and now a real estate entrepreneur, over a vast area that was once all salt flats. Twelve hundred Saudia staff are already in residence.

When Phase 2 begins, about 100 villas will be occupied every month until the transfer is complete according to Deputy Director General for Adminis-

## SAUDIA JOHN CLOSE

Mr. Muhammad Banaja. The move has aroused the ire of many Americans, of whom several, like their Aramco counterparts, have lived in the country for over 20 years.

Saudia has a total staff of 13,192. Fifty two per cent, or 6,871, are Saudis. The Public Affairs Office of the airline estimates that over the next four years the number will reach 20,000.

### Shortage

Sheikh Kamil acknowledges that there is a serious shortage of service personnel. "We still have problems with local labour, finding qualified counter agents and the like. We are fighting the battle of keeping the employees that we already have, but not always successfully, and at the same time trying to fill vacant positions. Saudis are filling the executive offices and the cockpits but flight mechanics and ground staff will, it is openly conceded, be expatriates for the foreseeable future.

The head of flight training, Captain M. A. Abu Eshey, says that of the 419 cockpit personnel, 199 are Saudis. Training began 30 years ago but "to get a fully qualified pilot you need time because you're buying experience which has to be lived in the air."

Saudia's centre in Jeddah does basic training for the 737 and the 707 cockpit crews. In May of 1980 a L-1011 simulator will be added to its facilities. All students complete their training in the U.S. and return with a Federal Aviation Authority pilot's licence.

The need for qualified flight crew can only intensify, as Saudia's statistics continue to reveal phenomenal growth.

Rated the fastest growing member of IATA in 1978 and the largest carrier in the Middle East, Saudia carried 6,538m passengers in 1978 compared with 4.7m in 1977. In January and February of 1979, according to Public Affairs, over 1m

people flew Saudia. The airline's capacity in 1978 (measured in tonne-kilometres) rose 36.6 per cent over the 1977 figure to reach 1.51bn.

Although it no longer throbs as it did when the Kingdom's ports were clogged, Saudi is still a major artery for supplying the construction programme. For the past six months a Boeing 747 has arrived every week at Jeddah, Dammam or Riyadh, bringing an infusion of between 120 and 150 tonnes of material each trip for the \$5ha telephone expansion project.

Predictably less than imports, outward cargo was nevertheless worth SR18m in 1978 and is expected to reach SR20m this year. Over 2,700 tonnes a month leaves the country aboard Saudia planes, 35 per cent of it consumer goods sent home by expatriates working in the Kingdom. Douglas DC-8s made 40 trips to Khartoum alone last year, laden with electric fans, spare auto parts and televisions. Saudi now has 10 Lockheed TriStars, three Boeing 747s (all leased), eight B-707s, 19 B-737s, two B-720s, one B-727, two F-27s, for cargo, three DC-8s and another B-747, and 10 executive jets.

The three 737 passengers planes are on a wet lease from Middle East Airlines, an arrangement under which MEA operates the planes on behalf of Saudia. This has been a boon to Lebanon's national airline which has managed, through similar mechanisms, to skirt the obvious economic pitfalls of a country at civil war. "It is our policy to help Arab countries when they are facing a crisis," says the Deputy Director-General for Operations, Captain Ahmad Mattar.

The contract also works in the Kingdom's favour, particularly during the annual pilgrimage and when Saudia flies home as many as 60,000 Egyptian teachers twice yearly. "We are short of technical manpower so we try to avoid diversification

because of the safety factor," Captain Mattar says. Saudia flies to over 44 airports and recently began a non-stop Dhahran-New York run under a reciprocal agreement with Pan American, the only contract of its kind. Far East and independent trans-atlantic services remain in the distant future.

Domestic airfares were pruned by 25 per cent in 1975. While this caused a burdensome surge in passenger rates and a corresponding drop in revenue, it did succeed in bringing air travel within the grasp of every citizen.

### Growing

Before the royal decree Saudia predicted a SR601m profit in 1978 after two years of steadily growing revenue. In 1978 it operated at a loss of SR12.3m. The Government, through the Public Investment Fund, picks up the bill. In 1978, according to Sheikh Kamil, the deficit amounted to SR100m.

Prince Sultan Bin Abdul-Aziz, Minister of Defence and Aviation and chairman of the Board of Saudia, announced on April 6 plans to establish a "separate" domestic airline, although still under the jurisdiction of Saudia. This will probably mean a hiving off of the non-profit-making public service from the more conventional international programme.

The newest domestic airport, apart from the airstrip in Aqiq rolled out for Crown Prince Fahd's triumphal tour of the south to open the Taif-Jizan road, is Bisha in the Asir. "The traffic does not justify it on a purely economic basis," Sheikh Kamil says, "but regardless of the profit and loss factor, this service has to be rendered."

Just one more in the crowd at a foreign airport, a Saudia aircraft is often cheered and applauded when it lands in the Kingdom's back of beyond. Like a weekly boat in Canada's Thousand Islands, it is sometimes the only link with the outside world. In a country of three major cities and a handful of towns and small villages, Saudi plays the essential role of holding it all together and because of the unwieldy distances involved will continue to do so even after a network of highways is complete.

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SAUDI ARABIA XIX



Dockside cranes at the port of Jeddah.

A new efficiency

THE WRECK of the Asia has been sunk without a trace. Once one of the town's few tourist attractions, the upturned hull of the pilgrim ship that caught fire and overturned in 1931 with uncounted hundreds lost was taken out to deep water and despatched to the depths for ever. In a project last year supervised by the British consultants Sir William Halcrow and Partners, 20 abandoned wrecks that gave a ghostly air to the Kingdom's biggest shipping terminal have been removed. Somehow it seemed a symbolic way of crowning the great achievement of 1977 which saw the decongesting of the Kingdom's ports.

Last year saw considerable consolidation of that success under the energetic leadership of Dr. Fayez al-Badr, head of the Saudi General Ports Authority, who has been appointed to the rank of Minister without Portfolio. Capacity has been expanded further, while efficiency in container operations, warehousing and handling has increased and moves have been made towards greater flexibility.

Mr. Fuad Mukhtar, Director-General of Jeddah Port, says that an even flow of goods is being maintained despite the lack of suitable vehicles to carry goods away from the docks, and the limited road access to them. His claim is borne out by the expatriate representatives of shipping lines, who say that a consignee can often clear customs in a day if his papers are in order—though tighter checks recently have slowed the process up somewhat.

Questions are now being asked that no one would have dreamed of three or four years ago. One is whether the General Ports Authority will be instructed at the end of the second five-year plan period in 1980 to pay for themselves. The second concerns the possibility of overcapacity. As far as berths are concerned, Mr. Mukhtar says that Jeddah only showed a little strain in the peak month of July last year, and at other times 20-40 per cent of facilities have been idle. He foresees the possibility of demand catching up with capacity—but that will depend on the requirement needed to fulfil the objectives of the third five-year plan.

The British management consultants Peat Marwick Mitchell last year predicted that Saudi

PORTS

TIMOTHY SISLEY

Arabia would have 30 per cent surplus capacity by 1982. Clearly, if the Kingdom realises its ambitions of reducing its reliance on imported food and materials, use of port facilities will be correspondingly reduced. But both that and the ebbing over the next few years of the construction flood in the major cities of the Kingdom could be offset by increased demand for imported consumer goods.

Shift

Any attempts at introducing profitability will mean a major shift of emphasis. Mr. Mukhtar points out that the ports are now run as a service to development, with competitiveness ruled out; transhipment, for example, is not allowed. A good deal of the SR 7.8bn allotted the General Ports Authority in the 1978-79 financial year is passed on to shippers. Jeddah pays SR 32 to its stevedoring contractors for each deadweight ton handled—but charges importer only SR 15, on top of which a 50 per cent rebate is offered for taking direct delivery, as a further incentive to efficiency. Reports in the Saudi Press that the authority has committed itself to being self-financing in five years may be premature.

Shipping lines would not, of course, welcome a decision to make ports self-financing which would increase costs. With vessels returning home empty, the traffic to the Kingdom tends to be a loss-making opportunity. Meanwhile, Dr. Badr has defiantly warned against any unilateral raising of freight rates to Saudi Arabia.

Importers, whether they be Saudi merchants or foreign contractors, appreciate the enhanced efficiency and are full of praise for the Kingdom's port operations.

There is now no waiting time and frequently a ship discharging at Jeddah's container terminals—managed by a consortium that groups Manchester

Liners with Saudi companies—can leave port on the day that it arrived. Both they and Mr. Mukhtar are pleased with the integrated handling system. This was introduced in 1977 to replace the system of using different groups of workers that the Director-general of Dammam Port, Mr. Muhammad Suleiman Al-Muhanna, describes as "a nightmare." The gangs can move up to 5,000 tons and at least 1,000 tons a day from one ship. The handling contract given Philisports of the Philippines for Jeddah was renewed in November.

Expansion continues. At Jeddah Sir William Halcrow and Partners is half-way through the final stages of work that will provide 45 berths by 1981, supervising the SR 3.71bn contract being carried out in a joint venture by Archirodon of Greece, the Skanska of Sweden and the Grand Travaux de Marseille International of France. Thirty berths are now in operation, three of them container terminals and two for bulk cement discharging. There has been a response from customers: with 10m tons handled in 1978, compared with 8.4m in 1977, there was an increase of 13 per cent in the proportion of goods coming in by container.

At the same time facilities have been expanded. Last year a cold storage unit and bulk grain terminal were opened, covered storage area, parking space and cattle sheds were expanded, and more mechanical handling equipment was acquired. In November a SR 67m contract was let to a consortium of Navelink SA of Switzerland and Saudi Tarmac, 46 per cent owned by the British-based Tarmac International, for a repair yard to take ships of up to 45,000 and 16,000 dwt. Intended to serve the Red Sea, Mr. Mukhtar sees it as being in no conflict with the Arab Ship Repair Yard in Bahrain.

Mr. Mukhtar predicts that next year will follow much the same pattern. Further encour-

agement will be given to efficient handling, with another container berth coming into operation, better refrigerated container facilities, standardisation of handling equipment, improved navigational aids and the construction of animal, fruit and vegetable handling terminals. At the same time unitisation and palletisation will be encouraged, and more customs staff trained.

Dammam, Saudi Arabia's second port, has expanded and streamlined on a similar scale. With 28 berths completed by the end of 1978, what was a small fishing harbour five years ago handled 5m tons of cargo last year—an increase of 59 per cent over 1977. There, too, there has been increased specialisation, with two container terminals and facilities for bulk cement and grain discharge in operation. In March the French company Dumez was awarded a SR 350m contract for complementary works, including a sea wall.

With the expansion of the major ports go plans for consolidation with subsidiary and satellite ports, both to spread the load and to make available leased berths for the specialised operations that the crowded big cities cannot afford. In the Eastern Province, the old Al-Khobar fishing wharf is being adapted to take smaller vessels such as passenger and cargo dhows, relieving some of the pressure on Dammam. Plans exist for building satellite ports on the Red Sea, possibly at Rabegh and Tuwal, but it is not foreseen that the need for them will arise this year.

Specialised

There are already smaller specialised ports. Ras Mishab on the Gulf is run by the Ministry of Defence and Aviation to supply materials for building the military city at Hafir Al-Baten. Two housing Ministry ports that each have a capacity of moving 2m dwt a year came into operation during 1978, at Qudayna on the Red Sea, and Ras Al-Char on the Gulf, but they are limited by the vast distances on some times inadequate roads that materials have to be carried, and the traditional ports retain their popularity with private contractors.

Two further large port programmes are due to be completed within the next few months. At Jeddah the tanker terminal being built by Petrobra under a \$300m contract will be ready for operation by July, its tanker port and six ancillary docks taking crude oil shipped from Ras Tanura in the Gulf for the domestic refinery. In a few months Jizan should be complete, handling materials for development of the southern region above North Yemen. Although in 1978 its temporary facilities moved only 742,000 tons less than either Jubail or the old port at Yanbu, Dumez with International Hydraulique Overseas of France as consultant, has built two 940 metre berths and sea walls and dredged the once-dangerous channel under a recently completed SR 417m contract.

The 15 and 16 berths of the commercial and industrial ports at Jubail, beside the fishing port, are due to be finished at the end of this year, at a cost estimated at some SR 9bn. The commercial port, for which an eventual capacity of about 5m tons is planned, is already handling cargo for the planned industrial complex.

For the industrial city at Yanbu, Jubail's smaller twin on the Red Sea, a jack-up steel barge pier was installed in November, able to take two ships of 72,000 dwt at one time. Last autumn a Washington company was let a \$10m contract for the design and engineering of its permanent replacement, which should be taking 1.6m tons a year by 1984. It is not clear, however, if and how the economic sanctions against Egypt agreed at last month's Baghdad meeting will affect the planned crude terminal designed to export to the West through the SUMED pipeline.

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SAUDI ARABIA XX

# Schemes take shape

## RAILWAYS

JAMES BUCHAN

SLOWLY, INDISTINCTLY, like figures in a sandstorm, Saudi Arabia's schemes for rail transport are beginning to take shape and colour. A coast-to-coast line, spur lines to the industrial complexes and possibly Mecca, even the connection of the peninsula to the European and Asian rail systems, are all reaching the detailed study stage.

There is little to build on: four daily trains that plough a circuitous route across the shifting sand between Dammam and Riyadh. The decaying rolling stock in the Medina sheds or beached like dead whales beside the old Hejaz line, built by the Turks early in the century and destroyed by T. E. Lawrence, suggest only the futility of earlier efforts.

Overcrowded roads and the social need to link smaller settlements to centres have contributed to something of a rebirth of the railroad idea in Saudi Arabia. Mr. Faisal Shehail, who heads the Saudi Government Railroad Organisation (SGRO) in Dammam, predicted recently that rail travel would catch on in the country and that last year's volume of freight moved by rail — a mere 3,500 tons a day — would grow by a factor of 10.

He said: "It is still cheaper to ship freight via rail than by truck. With the volume and diversity of new industrial projects — particularly at Jubail and Yanbu — good east-west rail links are vital."

The organisation is semi-autonomous and even used to manage the ports before the expansion of the mid-1970s. But long-term railway planning is primarily the responsibility of the Ministry of Communications, which so far has concentrated on road construction.

More than 20,000 kilometres of road have been laid, chiefly in the past five years. At the same time, the Ministry has

been looking at railroad expansion as an alternative — although with a caution that frustrates both the romantics and the army of consultants who see Saudi railways as the spur to a boom in rail construction in the Middle East and North Africa.

In the Middle East, rail projects are periodically announced and feasibility studies commissioned, but projects rarely get under way. However, this month in Amman, Shaikh Hussein Mansour, the Saudi Communications Minister, is scheduled to sit down with his Syrian and Jordanian colleagues to proceed with one of the most ambitious projects of all — recommissioning of the old pilgrim railroad from Damascus to Medina. "All sides are now serious about going ahead with the project," the Jordanian Minister said last year.

The line was built at the beginning of the century to transplant Levantine pilgrims to the Holy Cities and to strengthen the shaky Ottoman dominion over the Hejaz. Opened with great fanfare in 1908, the line operated as a pilgrim railroad only until 1914.

During the First World War it was used for transporting supplies to a Turkish garrison bottled up in Medina, although sabotage by Arab nationalists, helped by British gold and liaison officers, severely disrupted traffic.

After the war, the northern sections were brought back into service and they still carry freight between Damascus and Mecca in southern Jordan.

The Hijaz section fell still further into disrepair until the early 1960s, when a German consultant was appointed to re-establish the line on the original railbed, using what track had survived. T. E. Lawrence's sabotage and the periodic flash floods. Progress was unsatisfactory. In 1965, the British-led contractor went bankrupt and six months later the consultant pulled out. The 1967 Middle East war intervened, costs rose sharply and scarce funds were diverted to more pressing reconstruction. By 1971, all work had stopped.

### Decision

This month's Amman meeting — of the Tripartite Commission for the Recommissioning of the Hejaz Railroad — is due to award a contract for a feasibility study for an entirely new line. The ministers will make a final selection from a shortlist of two U.S.-led consortia and a German one to carry out a three-part study, costing about \$10m.

As with other rail plans in Saudi Arabia, there is little fixed idea of what is wanted. Syria and Jordan are reported to be inclining towards freight but Saudi Arabia, where the bulk of the track will be laid, is understood to be interested in high-speed passenger transport as well, although in Saudi conditions that may not be easy.

At the same time, the Royal Commission for Jubail and Yanbu has expressed interest in freight spurs from the Yanbu industrial complex to export petrochemicals to Syria and

Jordan — and even Europe — and for the eventual traffic of ore for mineral-based industries planned for the 1990s.

While this presumably would argue for a coastal line passing through the main centres of population and possibly linked to a proposed line from Mecca to Akaba, the line would be impossible to protect entirely from wash-outs. Road-builders in the Thama and the original engineer of the Hejaz Railway, Meisner, realised this.

The other big problem is finance. Funds for the original scheme, \$3,000 in gold, were secured with some difficulty from "plans, donations and an unpopular loan from an Ottoman subject" and the Sultan's depleted treasury.

The figure estimated in Riyadh for the new line, which probably will take about eight years to build, is about \$1bn. Saudi Arabia is understood to have offered to underwrite the whole cost, but both Syria and Jordan rejected this to retain some sovereignty over the project, which may have strategic applications.

The Syrian Minister said earlier this year that his country would seek an equal third share, although where it would find the finance is unclear. A dispute according to track length (100-150 km in Syria, 400-500 km in Jordan and 700-850 km in Saudi Arabia) or the formation of a construction and operation management fund are more likely to be accepted.

Simultaneously, the scheme to link Jeddah and Dammam is gradually taking shape, with independent design work being commissioned by both the Saudi railroad organisation and the Ministry. In October last year, Technical of Italy began work on final designs for a high-speed Dammam-Riyadh line while the Ministry was poised to contract Softrall, the French state railroad consultancy, to evaluate a complete line across the peninsula.

A spur line from Dammam to the Jubail industrial complex is the subject of a feasibility study by a U.K. joint venture, Atkins-Henderson, for the Royal Commission.

An SR240 "dry port" in Riyadh with customs clearance and warehousing is under construction for the SGRO to ease direct transport from Dammam port. It will be completed around the end of next year and linked to the new Riyadh Airport, 32 km away. A spur from Riyadh to Al-Kharj, 60 km to the south, is also planned.

Technical study covers design work on a high-speed line from the oasis of Hofuf, near Dammam, to Riyadh and cutting about 100 km from the present winding journey. Preliminary studies were completed last July and the Greek contractor Archirodon will build the line.

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FISHING, ONE of the peninsula's oldest activities, has been little favoured by planners. But now the seas are being included in the net of Government attention. On January 1 the Saudi Cabinet approved the establishment of a National Fisheries Development Company. Two months later, looking to further horizons, the Saudis came the largest shareholder in a 13-nation Arab Company for Fisheries.

Other shareholders include both Palestine and Egypt — which raises some questions following the Sadat-Begin treaty. But the decision to base the new company in Jeddah is unlikely to be changed, even if the site itself is one where many of the problems faced by the Saudi fishing industry are writ large.

Fishing is still largely a traditional industry. In the Gulf the offshore catch has been developed in recent years, but in the Red Sea the long-fished coastal waters are the important ones, in particular those off the south-west of the country, between the coral reefs of the Farasan Bank and the dull red escarpment of the coast.

Jeddah itself is the centre of one of the main areas of fish consumption. However, its port serves the fishing fleet badly. There are inadequate landing facilities and a new fishing harbour is needed. The existing fish market leaves a great deal to be desired. It even lacks running water so that fish has to be cleaned in the waters of the port. Also required are an additional ice plant and a proper regional distribution depot.

### Potential

That such factors have not discouraged consumers is an indication of the potential of the industry. In 1976, Saudi Arabian consumption of fish totalled 31,500 tonnes equivalent whole weight of fish: of this a half was fresh fish, 13,000 tonnes was canned fish and 2,500 tonnes frozen and processed fish. In the years immediately before this consumption had risen rapidly, as it had of meat and chicken too. Now most of the urban population seems to have an animal protein intake equivalent to that in the EEC countries.

Both present requirements and the needs liable to develop in the short term can be met from Saudi Arabian waters. The varieties of fish found include grunts and groupers, shrimps and snappers, king mackerel and emperor fish. But these are found in relatively low concentrations, and in the longer term the Saudis may have to look further afield. Moreover in the Gulf there is evidence of a decline in catches of shrimps, possibly due to over-fishing and possibly due to a change in the life cycle of the shrimp — perhaps triggered off by a fall in temperature of the northern waters of the Gulf encouraging a migration southwards. (The question of a precise definition of territorial waters will have to be broached at some point.)

Beyond this there are other reasons for concern. The numerous construction works along the coast — of ports, de-

## Need for change

### FISHING

DAVID TONGE

salination plants, large terminals and land reclamation schemes — threaten to cut fish off from the shoal waters which have been their traditional spawning areas. The progressive erosion of breeding grounds can be readily fished. Also there appear to be few fish in the deep waters further offshore.

In the Red Sea there are fewer reefs in the northern part of the coastal shelf and complex Farasan Banks in the south reduce the coastal areas which can be readily fished. Also there appear to be few fish in the deep waters further offshore.

CONTINUED ON NEXT PAGE

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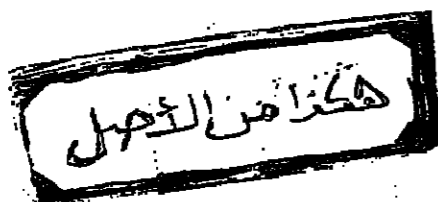
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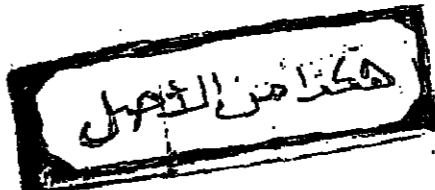
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# A small but powerful community

## THE MERCHANTS

MICHAEL FIELD

IN THE mind of the semi-informed Westerner there are three important Saudi merchants—Adnan Khashoggi, Ghaiith Pharaon and Akram Ojjeih. At any rate these men are taken as being the biggest and most famous of the Saudi businessmen—the people one sees on the covers of magazines billed as the emerging Arab Rockefeller.

The truth is that the Khashoggi-Pharaon-Ojjeih trio is not typical of the Arabian merchant class, and the publicity it has received has done much to distort the western image of Arabian businessmen. For a start, the three are originally from Syria or Turkey, not Saudi (let alone Nejd) origin—which matters a lot to Saudis. A large part of their operations takes place outside the Kingdom—though they do have substantial, contracting, industrial and marketing companies within Saudi Arabia—and in the case of Adnan Khashoggi especially, his Triad company's assets are a lot smaller than the vast sums Westerners imagine. Some time ago a Khashoggi executive admitted in an interview that he had had only one equity stake

in the Arab world outside Saudi Arabia—this being an indirect holding in the Pyramids tourist development project, which was subsequently scrapped by the Egyptian Government.

A misleading impression of the size of Khashoggi, Pharaon and Ojjeih is given by the three men arranging huge deals—sometimes through companies created specifically for the purpose of a single transaction—which do not involve their actually committing capital. Inevitably there is also much publicity when a project is conceived than there is when it subsequently falls through or sinks in the bureaucracy of another Arab country. In 1976, for instance, it was announced that some publicity that Ghaiith Pharaon was to invest in up to \$1bn-worth of projects in Syria, but by 12 months later every one of the proposed investments had "dropped out of the picture," as the Syrian Economy Minister put it.

Publicity is something that Khashoggi, Pharaon and Ojjeih thrive on, which is not at all in keeping with the Saudi "style." And this trait would undoubtedly cause them to fall into serious

disfavour with the establishment if it were not for the fact that the ruling hierarchy realises that some publicity is bound to stick to wealthy Saudi princes and businessmen come what may. So it might as well be Khashoggi, Pharaon and Ojjeih who receive it, the thinking goes. In other words they are useful as people on to whom unwelcome publicity can be deflected. Even so, Dr. Ghazi Gosabi, the Minister of Industry and Electricity, himself a member of a famous merchant family, has said that Ojjeih is not someone whose activities he welcomes in the Kingdom. Meanwhile, none of the Khashoggi-Pharaon-Ojjeih trio are names with whom other Saudi merchants are anxious to be associated.

### Fortunes

The other Saudi merchants are largely domestically orientated—having built up their fortunes through land, import agencies, exchange dealing and contracting, together with modest investments in the Kingdom's early cement and electricity generating plants. This is not to say that these merchants

do not have substantial overseas assets. Two of the biggest names—Ahmed Juffali and, even more, Sulaiman Olayan—have huge overseas investments, but their assets are of an inconspicuous portfolio investment type. Both merchants furthermore have been notable for the unusually heavy investments they have made in industrial and joint-venture service companies within the Kingdom. The Juffali brothers' company has been a leading investor in most of the Kingdom's electricity and cement companies and has now set up its own Mercedes truck assembly plant with Daimler Benz. Meanwhile Sulaiman Olayan has recently invested in the manufacture of plastic pipes, aluminium building frames and explosives (three of the most successful industrial plants yet established in the Kingdom),

together with battery hen farming and bottled water production. In fact it has been the more conventional elements of the merchants' business—importing, property and contracting—that have grown dramatically in the past five years. The biggest merchant enterprise in all Arabia now is E. A. Juffali and Brothers, probably the only merchant company with a turnover of more than \$1bn, representing Daimler Benz (which must account for nearly 70 per cent of this turnover), Volkswagen, Massey Ferguson, Siemens, Sulzer, Brown Boveri, Clark Equipment, Michelin, part of Litton Industries, IBM and Borg Warner—among two or three dozen others.

Other merchant houses in Saudi Arabia with turnovers of \$500m-plus might be Jumath (representing General Motors in the Central Province), Jameel (Toyota), Sulaiman (Datsun), Ahmed Hamed Gosabi (oil field equipment), Zahid (Caterpillar), and the Rajhi exchange dealing operation—though this last company's turnover by the very nature of its operations is not strictly comparable with the turnovers of the other groups. None the less the Rajhis are reckoned by many to be among the two or three richest families outside the ranks of al Saud.

Inevitably any categorisation of merchants by size of turnover is extremely vague. The merchants are very prone to exaggerating their turnovers—often including the full value of procurements on behalf of the Government when at no stage in the transaction have the items procured been part of the merchants' own stock. But what does emerge from any series of analyses/guesses is that the Saudi merchants are now very much bigger than their fellows in the Gulf states.

In the Gulf probably the only merchant enterprise approaching \$500m turnover are the Alghanims in Kuwait, the Kanoos in Bahrain (though most of this family's income is

generated in Saudi Arabia), the Futtais in the United Arab Emirates and the Sultans in Oman and Kuwait—though again this last family is atypical in that most of its income is accounted for by a high-turnover international commodities trading business based in Kuwait.

In Saudi Arabia there would be a whole group of families in this sub-£500m league—including Hussein Alireza (Mazda), Bugshan (Komatsu), and Sulaiman Olayan (heavy equipment and consumer foods).

It is not just in size that the Saudi merchants differ from their compatriots in the Gulf; they have made their money out of a different type of agency. In Saudi Arabia, with its huge potential for infrastructural and (compared with the Gulf) industrial development, the big for-profit are in equipment agencies—of the Juffali type—whereas in the Gulf, with its higher per capita income, the money is more in consumer durables. In Saudi Arabia, for the same reasons, there is now a much greater emphasis than in the Gulf on diversification into manufacturing, service industry joint-ventures with Western partners, and specialised types of contracting.

In Saudi Arabia, the merchants lack political power. They may be much involved in government, but they have always been servants, executives of the monarch rather than powers in their own right, as, say, the Alghanims or Alasgars in Kuwait. Today members of the Alireza family fill posts as Saudi Ambassador in Washington and minister at the Foreign Office, while until recently Mohammed, the head of the family, was Ambassador in Paris. In the previous generation, Mohammed's father, Abdullah, served as Governor of Jeddah (he had also filled this post under the Hashemites), and the family as a whole stood as powerful supporters of Saudi rule in the 1920s-1940s period, when the Hijaz was newly incorporated in the Saudi realm with Prince (later King) Faisal as viceroy.

Similarly members of the Gosabi family are now Minister of Industry and Deputy-Governor of SAMA, the previous generation of that family having been King Abdel-Aziz's agents in Bahrain from about 1910 until the 1940s and important lenders, or providers of credit,

to the King's ever-empty treasury. Both Alirezas and Gosabis were regularly given diplomatic and financial assignments to carry out for the royal family abroad.

Best known of all the early royal servants was Abdullah Sulaiman, the King's minister for all financial and development matters, whose son, Abdel-Aziz, now has the Datsun agency and some of the Kingdom's best hotels. In broadly the same type of role were the fathers of Adnan Khashoggi and Ghaiith Pharaon, both doctors and both members of the large Syrian element at the court of King Abdel-Aziz.

Services

Nor is it stretching a point too much to see Ahmed Juffali and his elder brothers, Ibrahim and Ali, fitting into this role as early royal executives. Ahmed obtained a concession from the King in the late 1940s to supply electric power to Taif, and soon after established other utilities companies in the Hijaz. It is true that these companies yielded profits for their promoters—after a time—but from the point of view of the King, 30 years ago the promoters were more than businessmen pursuing a business opportunity. They were providers of useful modern services for the Kingdom at a time when there was no central Government machine to do the job and when much of what is now the executive role of Government was farmed out to competent and trustworthy nationals outside the confines of the King's direct employees.

In all cases where the merchants were given assignments by their Monarch they carried out the work at their own expense and without payment, and most members of merchant families in important Government posts still work on this basis. They know that they will be rewarded by contracts and land—this being an entirely moral and orthodox way of rewarding a loyal servant in a society which retains its tribal mores.

What is interesting, and in contrast to the position in the Gulf, is that the merchant families do not marry into the Saudi ruling family, which marries either within itself and its collateral branches or into the leading families of the big tribes.

This is not to say that a lot of the big names in Saudi businesses do not have impeccable Nejd origins. The Juffalis, Sulaimans, Bassams, Jumals and Sulaiman Olayas all come from around Ozalrah in Qasim, while the Gosabis come originally from a village further south. The big names of the Eastern Province—Matrood, Dosari, Foad, Qatani, Naim, Moajil, Sulaimi (in addition to Olayan and Gosabi)—are mostly of local origin, from the oases of Hasa or Qatif and the old ports of Jubail, Darin and Ujair. Some of the larger families have branches in Bahrain or have maintained dual homes, one on the island and one on the mainland.

In most cases the Eastern Province merchants have grown through providing services for Aramco, or in some cases were entirely put in business by Aramco. It has long been the company's policy to invest itself of service and manufacturing functions outside the oil business—ranging from heavy transport to Pepsi-Cola production—and to this end it has provided local entrepreneurs with technical help, undertakings to "baselard" new enterprises and, in certain cases, guarantees for loans.

In the Hijaz the big trading names are much longer established, though few are indigenous to the region. Apart from those of Nejd origin, the Alirezas and Zahids were originally Persian, while Baeshen, Bassamah and Shazbatly, all commodities dealers, were originally Hadramauti—as was the big contracting family bin Laden.

Yet whatever their origins it is interesting that Jeddah merchants will say that to this day they have never allowed one of the established pre-oil members of their community to go bankrupt. While maintaining an almost disinterested approach to business on the surface, they will compete and intrigue furiously underneath—and be utterly ruthless in their dealings with the foreign intruder. In spite of the enormous sums of money involved, the business ethics of the Jeddah merchants remain those of a small, cohesive community trading in foodstuffs, timber and cloth.

## Need for change

CONTINUED FROM PREVIOUS PAGE

But today the Red Sea annually provides about 10,000 tonnes of fish, compared with the 6,000 taken from the Gulf. Particular areas where increases in catches should be possible are the centre of the Gulf—where foreign fishing vessels have long operated, in particular those of the UK company Ross Foods—and the Outer Persian Bank. A further possibility is to develop marine fish farming along the Red Sea coast—though it will take time to build up a high return from this.

Altogether over 3,000 fishermen find full-time employment in the sector, with 200 boats working in the Gulf and 1,200 in the Red Sea.

Although known to the world as Arab shrimps, the type of boat used is called banush, samank near shu-way by the Saudis. About 30 metres in length, the boats

have had diesel engines mounted in the last few years, usually of between 70 and 90 hp. The design of their wooden hulls has not, however, been changed, despite this switch from sail to power. They are thus somewhat dangerous, in that they were designed to sail with the wind behind or on beam but now will often go head to wind—which can lead to a tendency to nosedive.

Foreign advisers, such as the British White Fish Authority, have been encouraging change in this area. "When the locals have been fishing an area for over 2,000 years they are bound to know more than any outsider about the best techniques for those waters. In the short to medium term we can only assist them to do what they are already doing," one adviser says. But even within this limited aim there is much to be done. As far as vessels

are concerned the Saudis are being encouraged to look at other designs of boats. Both in the Gulf and the Red Sea one British offshore vessel and one coastal vessel have been operating to try to encourage an improvement in vessel design.

Further, local fishermen are being encouraged to replace their present low-quality nets and to mount power haulers which would allow an individual boat to draw in up to ten times as many nets as presently possible.

While consumers show a marked preference for fresh fish, the distribution chain does little to ensure that fish remains in prime condition. Handling of fish on boats often leads to some spoilage. Most of the main fishing harbours need additional ice plants. The fish markets in the Eastern Province may be good,

but those elsewhere need a dramatic upgrading. Finally, a radically improved inland distribution system is needed, in particular to Riyadh and to the construction camps in the north-west and south-east of the country.

Onshore the main problem has been to obtain a firm central commitment to the development of the industry. The recent establishment of national and Pan-Arab companies is an indication that this commitment is now being made and the importance of developing fishing, like other non-urban activities, is being increasingly appreciated.

Recommendations on many of the specific areas are included in the national plan formulated by the White Fish Authority under the agreement it has with the Ministry of Agriculture and Water. Should this plan be carried through a host of changes would ensue.

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## SAUDI ARABIA XXII

## World ambitions

## SPORT

JAMIE BUCHAN

SAUDI ARABIA'S showing in the Gulf Games soccer tournament this month would have been unthinkable four years ago and marks the Kingdom's debut on the international sporting stage.

The Games, which were shown on television and generated great interest among Saudis, marked the culmination of an unorthodox effort to build up national soccer almost from scratch and underlines the colossal investment in sports construction since the foundation of the General Presidency for Youth Welfare in 1975.

But underneath the chauvinistic desire for successful national teams and obscured by the dizzying Olympic pretensions of the Youth Welfare Organisation's original plans, lurks a feeling that sport may be the sole permissible solution for the aimlessness and frustrations of young Saudis.

Dr. Ghazi al-Gusabi, Minister of Industry, wrote recently: "I was and still am appalled by the feeling that young people have nothing to do. I have a dread of their falling to the overwhelming tide of trashy vanities—stereos, videos and the like."

The paternal tone is reflected in the name Youth Welfare but the concept—familiar to us from centrally run States—is new and even daring for Saudi Arabia. The Koran, "the country's official constitution, offers little field for interpretation over the question of organised sport. In the early days of King Faisal's reign sports clubs were made illegal for fear they might become nests of political association. These days the noise and colour of a soccer game in Riyadh still contrasts sharply with the dour atmosphere of the streets without. As some confusion still exists over the purpose of sport in Saudi Arabia, it is not surprising that Youth Welfare made errors of emphasis.

Back in 1975 a national sports project was declared a social priority and together with cultural activity generally placed under Prince Faisal bin Fahd (son of the Crown Prince) as chief of the General Presidency of Youth Welfare. But the project was conceived in terms too grandiose and too frantic to be realised. The vast Olympic Complex to be built in the palace area in Riyadh has been radically scaled down and the master plan has been revised. Recent contracts show that Youth Welfare is now concentrating on building facilities in smaller towns and even fairly isolated areas, where they are certain to play a notable social role.

## Setback

At the same time the frenzied desire for international excellence—sharpened by the individual brilliance of a handful of performers—appeared to receive a sobering setback at the Asian Games in Bangkok in December, when Saudi Arabia came away without a single medal. The soccer team, the spearhead of the Saudi campaign to get itself on the world's sporting map, was knocked out in the first round. There were, of course, complaints and a number of younger princes, who own the leading clubs, campaigned to have the team's British coaches thrown out. But Prince Faisal, who has acted high-handedly in the past, stood firm and the British remain.

The soccer project is in many ways unique. The vision of Prince Faisal has found response in the flair of Mr. Jimmy Hill, the British soccer commentator and sometime player himself. In 1976 Hill formed a company, the World Sports Academy, to improve the national team and to develop soccer among young Saudis with an eye to long-term success. The three-year contract, which is likely to be worth over £25m, expires in October although there is an option for renewal.

Although international success provides a crucial stimulus to domestic progress, the long-term future of soccer has been subordinated to the need for immediate results—and this pattern has been repeated in other sports, notably volleyball, where the Whittaker Corporation of the U.S. completed a rather unfortunate training project in the middle of last year.

In soccer Hill and his coaches have produced spectacular results in knitting individual talents into a team of almost European club standard. A draw against Liverpool in Jeddah last autumn and victories over Arab neighbours have led to higher expectations. But injury to a single player can demolish the team—exposing the total lack of depth in Saudi soccer. The national team can draw from an energetic league, but few even of these clubs can field a passable "B" side and the Under-19 national side is lagging behind. The difficulties are of course daunting. There are no grass pitches in Saudi Arabia and as yet few laid with AstroTurf. Very few schools have any sporting facilities at all and school-children and even university students play soccer in the streets—at holiday time. Riyadh sometimes has the air of a Brazilian beach. Equally, there are no Saudi coaches of international standard.

There are other problems equally hard to surmount. The debilitating climate means that athletes in Saudi Arabia can never train as hard as is usual

now in the U.S. or Europe. There are also ingrained habits of individualism and petulance that are proving difficult to break. Against this, there is real enthusiasm for sport.

The most obvious manifestation of this is in the shining new stadiums in the three major cities and the excited crowds who gather in the evenings during the October-April league season. In a country that four years ago allowed no public assembly other than in the mosque, the packed and often riotous stadiums indicate the extent of the change. A questionable refereeing decision is met with a hail of shoes and bottles and goals are greeted by parachute flares flung from the stands by young members of the National Guard.

In Saudi sport soccer predominates, but other games are receiving funds and attention. Volleyball, handball, long-distance cycling, athletics and bowling have become popular. There has also been some seepage of sporting interest from the expatriate communities. Tennis, particularly at the University of Petroleum and Minerals and Kung-fu, taught

by a Taiwanese engineer at King Abdul Aziz University, have their devotees.

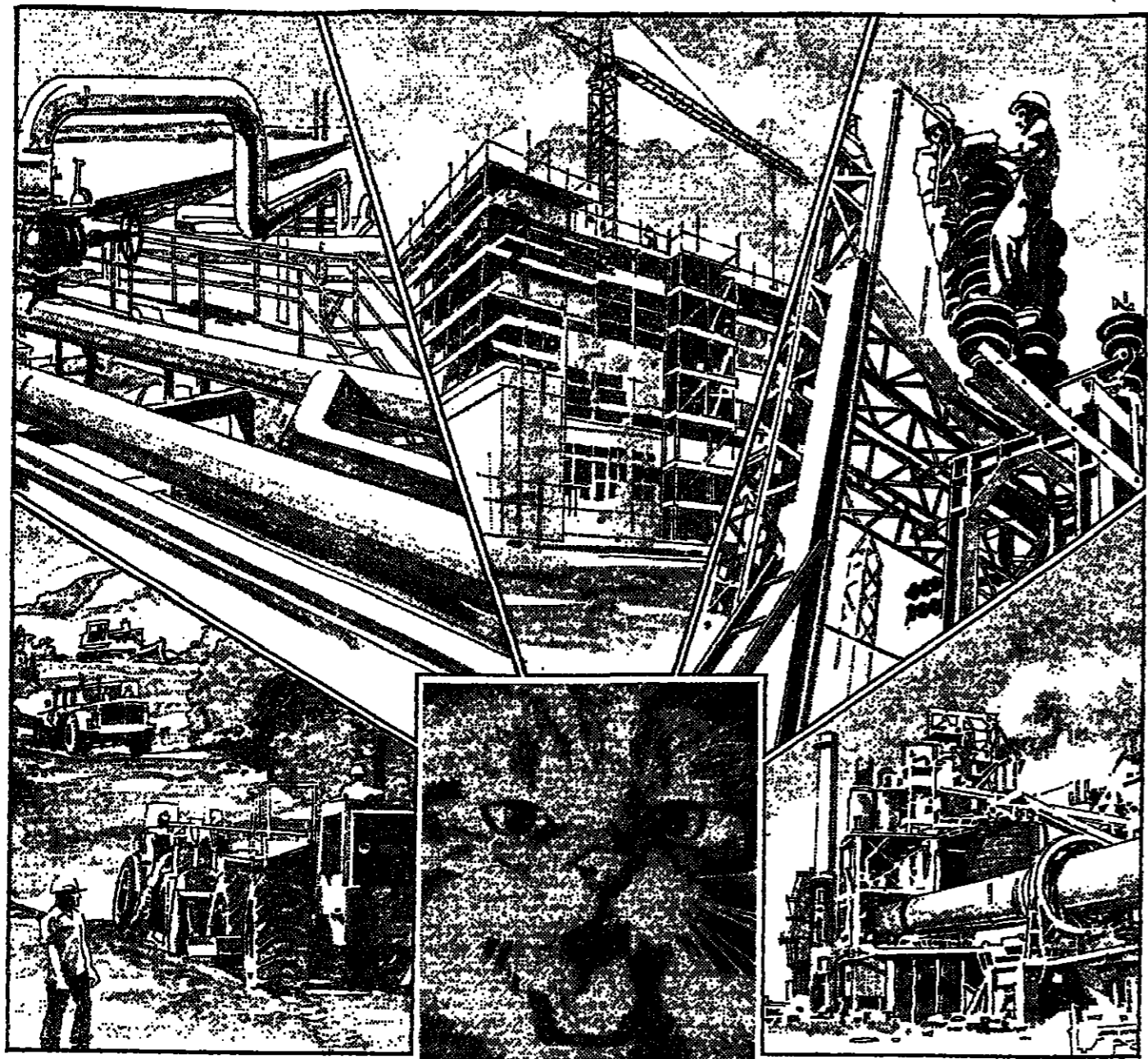
Racing also continues to be nurtured, profiting from the patronage of the King and Prince Abdullah. The pleasant racetrack in the Riyadh suburb of Malaz has been installed with electric starting gates and photo-finish equipment and some attempt is being made to protect the "pure Arabian bloodstock" from thoroughbred interference.

Meanwhile Youth Welfare's efforts to construct the sporting facilities necessary to support its ambitious plans continues apace despite recent budgetary restraint. The programme looks impressive—around SR 2bn in sports facilities in the towns of Hall, Hassa, Abha, Qatif, Jowf and Majmaah; youth hostels and SR 1bn sports "cities" in Jeddah, Riyadh and Dammam; youth camps in Jeddah, Dammam and the Asir; model clubs in 11 small towns; seaside recreation centres in Jeddah and the Eastern Province; stadiums in Buraidah, Mecca, Medina, Al-Khobar, Al-Ahsa

and Jowf to relieve the heavily overloaded grounds in the three main cities; and the Riyadh Olympic Complex.

Although Youth Welfare has broken off its love affair with grandeur and size, there still remain considerable opportunities for foreign contractors. West German firms have done particularly well. Beton and Monierbau is building the SR 1bn sports hall and swimming pool "cities" in the three main centres, while Wyses and Freitag has nearly completed the scaled-down recreation centres on the Jeddah lagoon and Half Moon Bay—at a cost of around SwFr 120m each. Last month the Frankfurt group contracted to build SR 70m stadiums in Medina, Al-Khobar, Jowf and Mecca. British contractors, notably Cooper Macdonald and Partners for the stadiums and the smaller model clubs, are also providing designs and supervision work. It was a British firm of architects, Jan Fraser, John Roberts and Partners that designed the most ambitious project of all for 1976—the vast Olympic stadium with its elegant cable-net roof and parabolic arch. The project has had its opponents from the beginning and though it went on to tender prices from French, Canadian, Finnish and West German consortia were rejected as too high.

CONTINUED ON NEXT PAGE



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# Rediscovering ancient wealth

THE REMAINS of mines in western Saudi Arabia are evidence that the area was once an important producer of gold, copper, and silver for the ancient world.

Government policy is to encourage the re-establishment of a healthy minerals industry in Saudi Arabia, through a geological and mineral exploration programme by the Ministry of Petroleum and Mineral Resources. Investment by the State organisation, Petromin and by the encouragement of foreign mining companies.

The geological pattern of the Kingdom consists of an area of old Precambrian rocks occupying much of the western part of the Kingdom, and a sequence of Palaeozoic, Mesozoic and Cenozoic strata in the larger eastern part.

The Precambrian area, termed the Arabian Shield, consists of volcanic and sedimentary rocks and predominantly acid igneous intrusives. The Arabian Shield is matched on the western side of the Red Sea by a similar Nubian Shield. The two Shields were joined until the middle

of the Cenozoic era, about 80m years ago, since when they have been drifting apart, separated by a slowly widening Red Sea.

The ancient mines are located on the Arabian Shield, and on geological grounds the best mineral opportunities are likely to be associated with these older rocks. Therefore the Ministry of Petroleum and Mineral Resources started its programme of geological mapping on the Shield—an area about twice the size of the British Isles—and by 1983 will have completed reconnaissance mapping at a scale of 1:100,000 and the first series of approximately 250 map sheets.

During the course of mapping, more than 1,500 mineral occurrences were noted, and the data have been filed in the Ministry's computerised data bank, to which mining companies have access.

The Ministry has also embarked on a substantial programme of mineral exploration and has examined over 100 prospects and deposits. Concessions over several of these have been acquired by foreign

## MINERALS

BRYN WILLIAMS

mining companies under the Mining Code.

The Saudi Arabian Mining Code starts from the premise that all minerals are the property of the state, and that the granting of mineral rights is vested in the Government. Private sector exploration is safeguarded through the issue of exclusive licences, which guarantees the granting of a mining lease in the event of discovery. Foreign companies are required to enter into a joint-venture arrangement with a Saudi partner, and this has normally been an arrangement with Petromin to form a joint stock company on a 50:50 basis, with exploration costs of both partners being capitalised.

Despite the generally unencouraging climate for

minerals until the last two or three months, two more foreign companies obtained exploration licences during the past year, bringing the total foreign participation to three American, one British, one French and one Swedish company.

The principal areas of mineralisation found so far are in belts of volcanic rocks, and deposits generally contain mainly copper or zinc, with subordinate amounts of the other and commonly some gold and silver.

A Saudi-American partnership is about to embark on a programme of 3,500 metres of tunnelling to test one deposit of this type at Massene in the south-west of the Kingdom close to the Yemen border.

Some publicity has already been given to the interest of Consolidated Gold Fields in a gold deposit at Mabod adh Dhahab, about 250 km north-east of Jeddah, which has seen at least two periods of mining in the past. After two years of drilling and study, the company has now started to drive a decline shaft to explore under-

ground and to obtain bulk samples for test.

The Swedish company, Granges, in partnership with Petromin, has been investigating phosphate deposits at West Thaniyat in the north of the Kingdom, and in their support the Government has embarked on a major study of the transportation, water, harbour and community needs if mining should go ahead.


The largest single exploration project by the Government is at Sawahh, close to the northern end of the Red Sea, where a 300m ton iron ore deposit is being investigated as a possible source of feed for a national iron-and-steel industry. The ore contains 42 per cent iron, which is too low for the modern direct reduction process planned in Saudi Arabia. A major contract was awarded to British Steel Corporation in 1978 to investigate means of upgrading the ore and to carry out a full feasibility study on its mining and use. Some success in beneficiation has been achieved in collaboration with the Royal School of Mines, London, and the Warren Springs Laboratory, Stevenage. BSC is now engaged in verifying the tonnage and grade by geological mapping and drilling, and mining a 1,000-ton sample for testing at its Teesside facilities. The final feasibility report is expected in 1981.

Another major Government

exploration project is that being undertaken by Rio Tinto Zinc Corporation, on the phosphate potential of the Sirhan-Turayf basin, an area of approximately 50,000 sq km on the northern borders of the Kingdom.

The Ministry is paying particular attention to industrial minerals, with a view to self-sufficiency for local industries. A major programme to locate cement-making materials for new cement plants is nearing completion, and investigation has been started for sodium and potassium salts, high-grade limestone, and lightweight aggregates. The Shield contains a fine variety of ornamental stone, and to stimulate its use, the Ministry has opened model quarries to demonstrate the use of modern quarrying methods, and a model cutting and polishing plant in Jeddah as a show-window to the building industry.

British companies are well represented in the mineral sector. In addition to those mentioned above, Robertson Research International, Hunting Geology and Geophysics, Mackay and Schnellmann Consultants, Field Aircraft Services, Fairley Surveys, Rockfall Drilling Company and Transmark (a subsidiary of British Rail) are among those which have and are taking part in exploration plans, along with organisations from the U.S., Canada, France and West Germany.



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## Ambitions

CONTINUED FROM PREVIOUS PAGE

The project is the centrepiece of the Olympic Complex, originally planned by Weidieplan on a 1.6m square metre site of some of the most expensive land in the world. Another problem was that the parabola overlooks the Royal Palaces, while new plans for a future Government Centre have jeopardised the land use. Weidieplan is now submitting its master plan with a reduction of area to 1m square metres and the relocation of the stadium.

The original plan contains 10 other elements, none of which has been budgeted this year: a SR 35m administration block for which designs are complete;

an Olympic Committee building; the sports "city" and SR 198m in infrastructure, substantially finished by Beton and Monierbau; an air-conditioned cycle track of considerable architectural interest; Weidieplan's sports training institute; a sports hospital, which has apparently been approved; a rifle range; an Olympic Village under design; a convention centre; and hotels and motels for officials and spectators.

This extensive project, which could not cost less than \$1.5bn and would use over half of Riyadh's fibre electricity supply according to Prince Faisal, is in limbo. When the project was

first announced in 1975 observers expressed doubt whether Saudi Arabia could ever stage the Olympics. Problems over women, Israel and East European competitors would make the tortuous negotiations for the Los Angeles Olympics simple in comparison.

But Saudi officials argue privately that the kind of social change which would make the Olympics possible cannot be ruled out since there has been no clear instruction from the establishment. Even so, there must remain some doubt whether the stadium, at least, will ever be built in the present climate of financial stringency.



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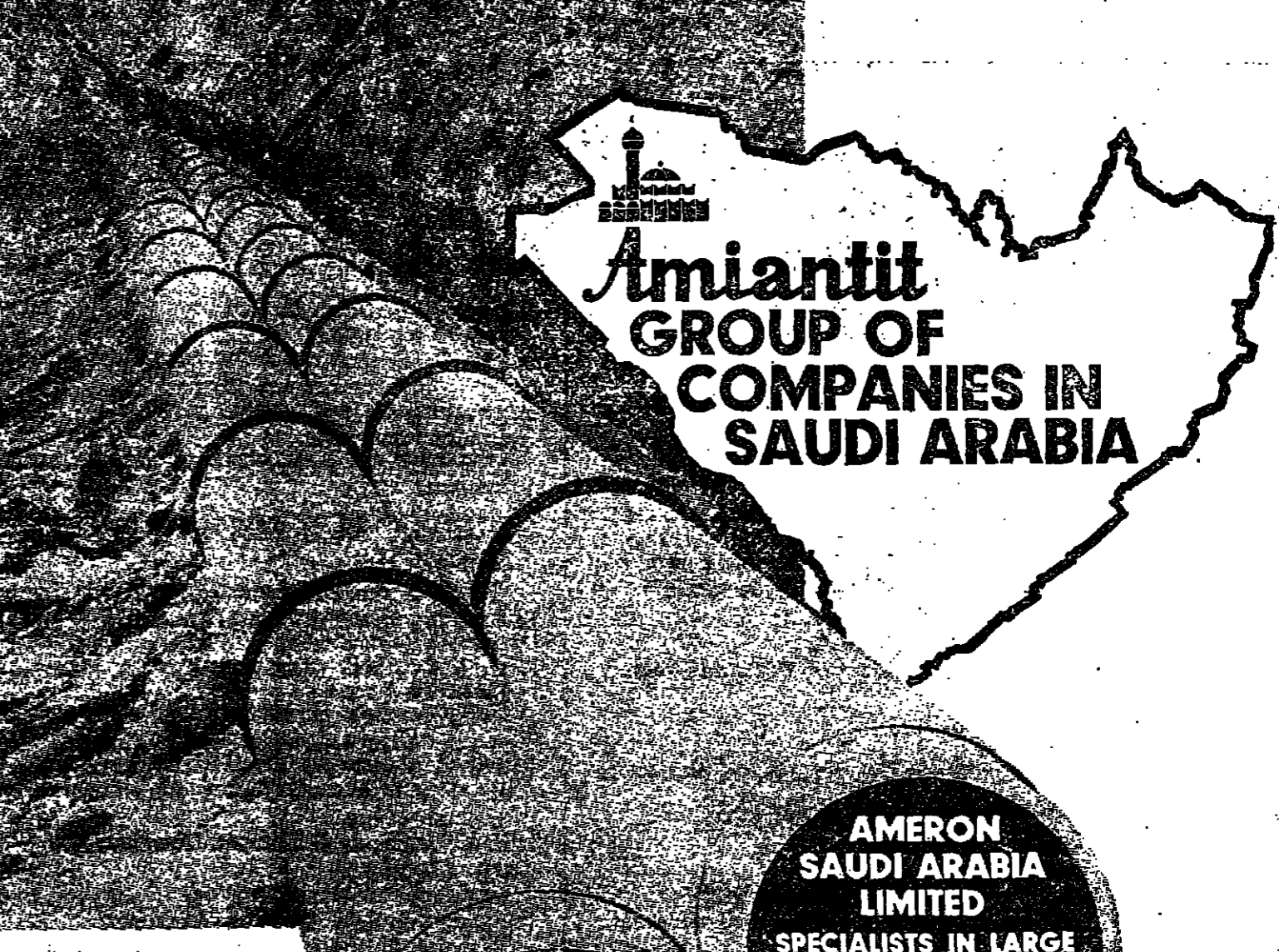
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## SAUDI ARABIA XXIV

## The heart of Islam

## THE PILGRIMAGE

MICHAEL YORK

THE PILGRIMAGE—Hajj—is a duty binding on every Muslim of age who is able-bodied and has the means. It is the journey to Mecca, the heart of the Islamic world.

It involves the circumambulation of the Ka'aba: running between the hillocks of as-Safa and al-Marwah in memory of Hajar's search for water; standing on Arafat in the presence of God as on the Day of Judgment—an assembly that annuls distinctions of wealth, age, rank or race; stoning the symbols of the Devil; and sacrificing a beast in respect of Abraham's submission to the command of God to sacrifice his own son Ishmael. In November 1978, the ritual was performed by 1.9m pilgrims. Its form was outlined by the Prophet Muhammad 14 centuries ago. As a ritual it has been known since the time of Abraham who rebuilt the Ka'aba in the barren valley where Adam is said to have walked in the symbol of God's enlightenment and God descended to Earth.

The Ka'aba today is a simple black cube of many granite blocks, beside which are buried Hajar and Ishmael, the slave wife and son of Abraham. Seven miles east is the Plain of Arafat where Adam first met Eve, and Muhammad later delivered His Farewell Speech during His last Pilgrimage when He summed up the essential social regulations of Islam.

## Constant

During the last Hajj of the Prophet in 632 AD, about 150,000 people followed Him. In 1833, 50,000 came on pilgrimage. By 1873, the number had again risen to 160,000. Except during times of war the number of pilgrims was relatively constant, despite the hardships of marauding bandits, hunger, thirst, illness, crippling taxes and inflated prices.

For centuries the Hajj has been organised by an establishment of traditional Meccan families called *mutawarrif* or guides. Each family guild is linked by marriage to its clients in Muslim communities from Indonesia to West Africa—a network of trade and power which controlled the Hajj in conjunction with the sheikhs who escorted caravans from centres of Islamic culture: Baghdad, Cairo and Damascus.

In 1924, when King Abdul Aziz the Saud conquered Mecca—part of his drive to unify

Arabia under the flag of the Prophet in 1932—a treaty was signed by the Meccans with the bedouin forces of the King. The Meccan establishment preserved its prerogative over the Hajj—an agreement that still holds, despite the national task of organising the vastly-inflated pilgrimage of nearly 2m today.

Political security after unification in 1932 brought the total number of pilgrims to a peak of a quarter of a million. While the second world war reduced the flow in 1941 to 80,000, with peace the influx of foreign pilgrims alone reached 250,000 by 1955 rising to 800,000 last year.

While arrivals by plane have increased 22-fold, those by sea have halved. This has resulted from rising living standards worldwide (Nigerians are today one of the largest foreign groups), the reduced cost of air travel, package tours, and sophisticated sales techniques. But still the majority of pilgrims are from inside Saudi Arabia. Saudi pilgrims have increased by 2 per cent per year, while immigrant workers on pilgrimage have increased by an annual 18 per cent and together they outnumber those from abroad. So the overall dramatic increase in the number of pilgrims performing the Hajj is due to air travel and the Saudi need to import an immigrant workforce that seizes the chance to obey their duty to the Fifth Pillar of Islam.

The Hajj today is a story of government grappling to provide adequate services and facilities while also allowing the family guilds to retain control over the pilgrims. All overseas pilgrims have to register with one of the *mutawarrif* families and also pay the 2400 pilgrim tax to the Government.

While the establishment of Mecca thrives on the income from its pilgrims, the Government is spending 884.4m a year—considerably more than the income from pilgrim tax—on providing facilities.

The guilds now have a state-registered monopoly for accommodating and guiding the pilgrims. Lack of competition and the high rate of recent Saudi inflation have caused their prices to rocket. Yet Government is still responsible for the overall management of nearly 2m people trying to perform the same ritual at the same time in a temperature often higher than 100 degrees Fahrenheit.

## Problems

The plain fact is that the "open door" policy, allowing Muslims to come from all nations, creates logistical problems which oil-money cannot solve, despite an expensive budget, piecemeal development is creating more problems than it is solving.

The Government now has 6,400 buses used for only six days a year and nine dual-carriageways link Mecca to the Plain of Arafat, turning this sacred area into one of the world's largest spaghetti junctions. A 1½-mile pedestrian tunnel between the marks of the Devil and the Holy Ka'aba is complete in a country where modern technology still has a fragile grip on the vagaries of nature and the abuse of mankind.

In 1934, the King allowed the ordinary pilgrim to perform the Hajj by car for the first time, abandoning the principle that pilgrimage should be a hard but rewarding experience—the time-honoured way with a natural rhythm in harmony with the spirit of the holy sanctuary. Today, Hajj is the world's largest traffic jam. Last year many people took nine hours to cover the 100 miles from Mecca to Arafat.

By providing complex roads to cope with the increasing number of cars, more and more pilgrims are being encouraged to bring cars—the old problem of city centres in Europe. And the problem is being compounded: the masonry pillars of the Devil, where every pilgrim must throw 49 pebbles, now has an elaborate double-decker concrete walkway and the narrow valley has been blasted away to allow 200,000 people an hour to perform the rite.

But increasing the flow at this stage has increased the crowd at the Ka'aba. Last year only 25,900 an hour could perform their circumambulation. Now bulldozers are inside the sanctuary enlarging it to allow 28,000 pilgrims to circle around the focal point.

The pressure at the centre will increase and it will be even more difficult for the pilgrim to extract himself from the crush of the circumambulators, not to mention the 200,000 trying to get in each hour.

Before, pilgrimage was a hard journey to a relatively trouble-free and fulfilling religious event; today the journey is easier but the event more taxing, in spite of the valiant responses of the Ministry of Pilgrimage and Religious Endowments.

With cars in secure peripheral car parks, the central pedestrian shrine would be supported by a system of public bus shuttles.

A separate problem is that the fundamental simplicity of the rites is being eroded by the inevitable march of bureaucracy as it seeks to organise this remarkable human event. Now each foreign pilgrim must register with a *mutawarrif* according to nationality and each *mutawarrif* is allocated a specific location to house his pilgrims in the tent city of Arafat.

This means that one of the primary functions of the Hajj—the intermingling of Muslims from all over the world to exchange news and ideas—is being undermined by the shepherding of pilgrims into allotted national camps.

## Interweaving

But still the Hajj remains a complex interweaving of politics and religion that can be achieved only in Islam, with its tradition of combining the secular and the sacred. Last November, for the first time, Muslims from Israel and the occupied territories were allowed to make their pilgrimage to Mecca.

This is in line with Saudi Arabia's policy of encouraging Islam on the West Bank by funding of three new colleges of Sharia law at Hebron, Gaza and Jerusalem.

Also in November 1978, Yasir Arafat, the PLO leader, was chief guest-of-honour during the pilgrimage, when he made a speech about the need to recover Jerusalem—the third city of Islam—from which the Prophet ascended to Heaven. Without question, the Hajj with all its gigantic logistical problems, remains a remarkable event. Each pilgrim follows in the footsteps of the prophet, Muhammad, prays at the Most Ancient and Noble House of God, submits to the Will of God, stands as on the Day of Judgment and repudiates the Devil in a state of sanctified purity, and communion with the One True God.

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مكتبة الخويل

# Pressures mount

THE UPHEAVAL in Iran has inevitably led people to ask if the strength of Saudi Arabia's social fabric can withstand the pressures of rapid development and modernisation.

## SOCIAL TRENDS

JAMES BUCHAN

In the air-conditioned government departments in Riyadh, officials can convey a more or less clear picture of the future course of the Kingdom's economy. The social implications of the extremely ambitious programme to construct an industrial foundation receive little airing.

the graduation of girls from a fashionable high school. Those prestige projects were based on imported ideas. The danger just becoming evident now is that Saudis may not feel at home in their borrowed physical world — planned, built and, except at the highest levels of government and business, managed by foreigners.

In this silence, a variety of problems, apart from the status of women, are discussed. Friends of Saudi Arabia are prodigal with advice but few can come up with acceptable proposals for their solution.

Against this, Saudis will argue first and foremost that Islam, the youngest of the major monotheisms, still possesses flexibility and vigour to respond to a changing world. It is neither anti-intellectual nor anti-scientific, impressions gained by the West during the stagnation of the 18th and 19th centuries.

## Habits

In practice, the immediate precautions are how to protect Saudi identity from the creeping influence of over a million immigrants and their ways, how to bridge the widening generation gap and how to find a useful and acceptable role for women.

Materialism. Secondly, the Government has acted with considerable energy in the least problematical areas. To tackle the dangerous aimlessness of young Saudi men, it has launched a lavish sporting programme to balance the crass materialism of fast motor cars and stereos.

Ironically, present ingrained social habits militate against any radical accommodation with the future. Traditions of contempt between Nejd and Hijaz and between Saudis and non-Saudi Arabs, perpetuate regional differences.

The Government used a mixture of temptation and coercion to keep Saudis at home in the face of a bad example set by many princes and notables. The lovely Asir is to be turned into a national park. This, however, is not likely to supplant, not replace the fashions of the West.

Conservatives in the Royal Family and society wield all the big guns of sentiment, legalism and the status quo. Thus, the trend in Government policy has been to exercise ever tighter control of those formal areas largely of its own making — women's education and television, for example — while attempting to trim obvious social abuses outside them.

Part of the problem is that the country is too young for any sense of national patriotism. It breeds only cynicism. The vast majority of Saudis return from education abroad not out of duty but because, far more than Conrad's Englishmen, they feel they must justify themselves to their families and neighbours.

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experimentation and, among the Jeddah rich, it is now uncommon for a man to put out into tried social waters without his wife. The changes of the past year have been dramatic.

Other pressures, and these are likely to grow, come from Saudis men who see the advantages of an educated wife and daughters. The fact that the rich have always gone abroad — to Arab countries, Europe and the U.S. — for just this reason increases the pressure on foreign wives to reproduce the conditions of their home lands.

Whether crime really has increased or whether, as is more probable, the security forces have become more efficient is not clear. Most Saudis claim that the Kingdom is not the safe and law-abiding place it was and certainly non-Saudi Muslims and even Europeans — as the recent case of Britons flogged for selling alcohol shows — figure prominently in the numbers exposed to the rigorous Sharia punishments.

The savagery of these punishments for those who are caught — however few — has perhaps as strong a deterrent effect on crime as the shiftless and violent police or the very real pride Saudis take in the comparative safety of their towns. Execution is carried out in public and in Jeddah, at least, the large crowds that throng or are rounded up for the spectacle clearly derive some satisfaction — exactly what, it is impossible to define.

Struggle. In Saudi Islam, lapses in ritual and morality are not separated from what might be termed criminal offences in the West. To report these has always been the duty of fellow Muslims for informers — and of the Mutaween. Mostly elderly men, usually of certain though not extensive learning, who patrol the suqs, armed with sticks to ensure prayers, decency and the law are observed.

While a clash with a mutaween can be extremely unpleasant for a western woman, most shoppers regard them as a worthy but tiresome institution and they are the object of considerable teasing. Far more serious for Saudis, and bitterly resented, is the increasing involvement of the security forces, including the police, in private affairs.

The increasing State inroads into this private world are apparent from the need for women to have passport photographs and tradition have searches during the immigrants' campaign to a limit to commissions on Government contracts. Pressure in Riyadh to increase bureaucratic control as part of the apparatus of a modern State is meeting with considerable opposition from conservatives.

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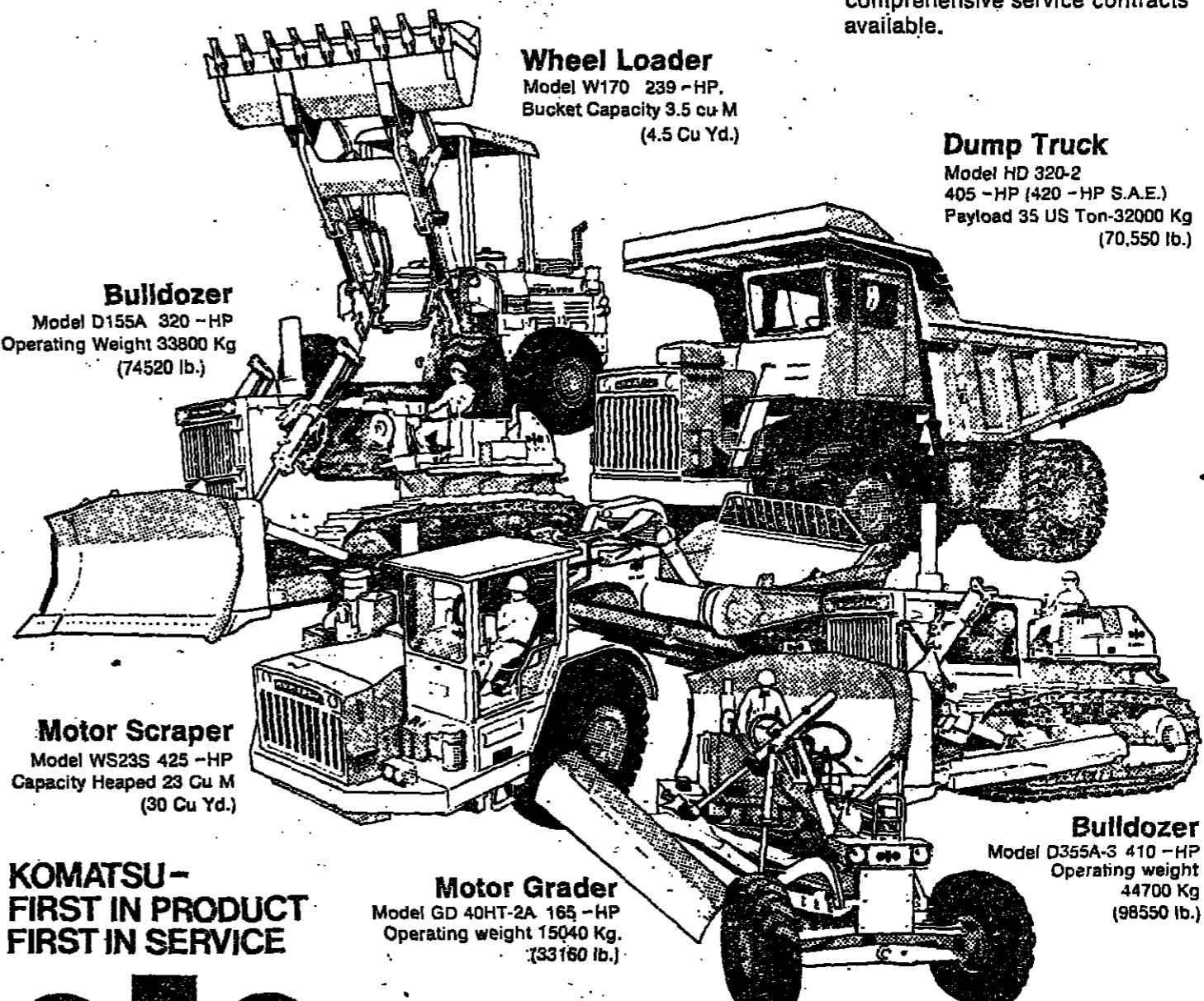
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SAUDI ARABIA XXVI

A protected life

WOMEN ANNE SUSSEX

BLACK BUNDLES making their way through the crowds of the Hajj conceal the women of Saudi Arabia...

In fact there are Saudi women doctors, nurses, teachers and administrators working in positions of responsibility all over Saudi Arabia...

Education for girls has only fairly recently been accepted by Saudis. Her Majesty Queen Umm al-Farwan...

Before this time any enlightened father who wished his daughter to be educated had to send her abroad...

At first there was a great deal of opposition and girls attending schools had to be protected by their families...

But as more and more Saudi girls are being educated, they are likely to want to take an active part in life outside the home...

This is a country where women are not even supposed to talk to a man outside their family. For a Saudi girl educated outside the country...

The King Abdul Aziz University in Jeddah has a Women's College offering courses in the arts and sciences...

Another girl educated abroad and now aged 28 years is on the verge of marriage in Saudi Arabia. She refused to marry anyone not of her own choice...

At Riyadh University and UPM in Dhahran, women are allowed affiliation and may study at home...

There are two charity organizations in Jeddah run by Saudi women for poor women and children. These provide some outlet for a few Saudi women...

In fact, whenever foreign women organise something like a coffee morning, a fashion show or an art show, Saudi women flock to it...

The traditions of Islam, particularly as far as women are concerned, are very strongly adhered to...

Most well-to-do Saudi women have their own drivers, so, too, do many foreign women. Others have to rely on their husbands...

For a few hours a day, so the video machine has become very popular. The only outings are an occasional shopping trip...

Foreign women are also banned from working, except with women or young children. However, quite a lot do work as secretaries in offices...

As yet there is little pressure from the women themselves to change their position. Most insist that they are content and that things foreigners see as restrictions and barriers do not appear to them as such...

An incident at a recent Medical Conference illustrates the attitude of Saudi females well. The women attending the Conference...

Health education and preventative health care are still fairly neglected, especially outside the large towns. A programme of immunisation is given to all parents with their new babies...

The King Faisal complex has a staff of 2,000, most of whom live in villas and flats within this miniature city. The senior staff are all expatriates...

However, there is a long way to go before a successful and comprehensive Health Service is functioning throughout the Kingdom...

There are plans to expand health education and immunisation programmes in the schools. Already television is being used to educate the people in matters of health and hygiene...

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woman would be allowed to use one. Walking is unpleasant and could be dangerous. Saudi women wear the veil when out in public...

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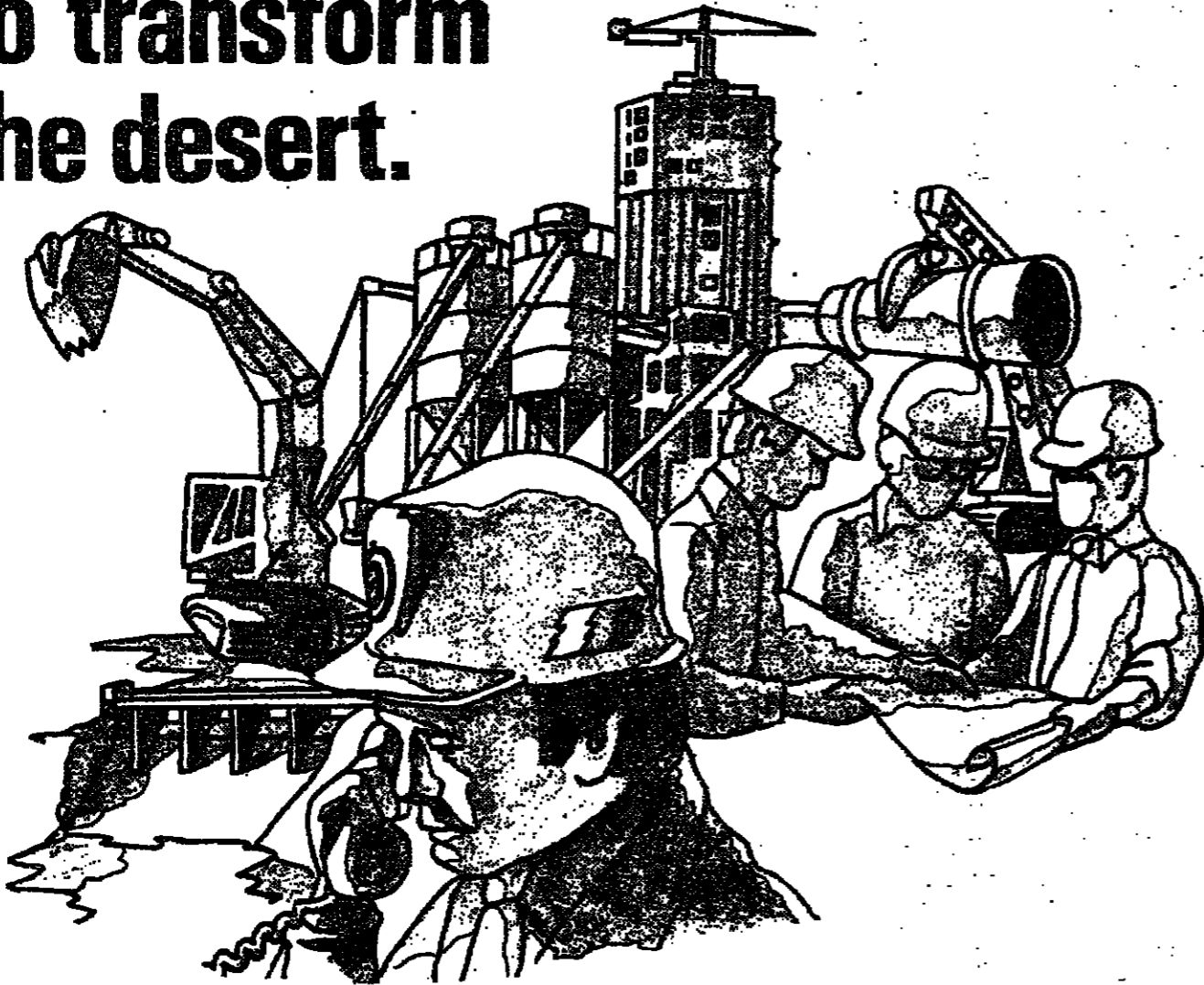
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Still a long way to go

HEALTH SERVICES

ANNE SUSSEX

KING FAISAL Medical City is the centrepiece and showpiece of Saudi Arabia's Health Service. Situated on the outskirts of Riyadh it spreads over a large area and houses some of the most advanced equipment in the world.

In the past year around 110,000 patients were treated in out-patient clinics, and 17,000 more were in-patients. Only 666 patients referred there could not be dealt with, and these were sent abroad, mainly to London, at Government expense.

The King Faisal complex has a staff of 2,000, most of whom live in villas and flats within this miniature city. The senior staff are all expatriates, mainly from Britain, America and Arab countries.

However, there is a long way to go before a successful and comprehensive Health Service is functioning throughout the Kingdom. More attention seems to have been paid to specialist than to good general hospitals.

There are plans to expand health education and immunisation programmes in the schools. Already television is being used to educate the people in matters of health and hygiene...

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هكذا من الأحول

# System needs to be more flexible

## EDUCATION

ANNE SUSSEX

TO PRESERVE and transmit the religious heritage of Islam and the cultural traditions of the Kingdom based on Islamic principles, while at the same time equipping its citizens for life in a modern and rapidly changing world of materialism and technology. These are the published objectives of the education programme in Saudi Arabia. They are commendable but both difficult to achieve and reconcile.

Financially there is no problem. All the money for education comes from public funds allocated by the Council of Ministers. Expenditure on education rose from SR 188m in 1960-61 to SR 25,052m in 1977-78, and is expected to go up to SR 18bn in 1979-80. In 1977-78 the allocation represented 21.5 per cent of the total State budget.

All education is free and all school materials are mainly provided by the Ministry of Education. Poor students may obtain financial assistance in order to stay at school, while grants are given to all those at vocational or teacher training institutes and other higher education centres. Even private schools taking fee-paying students receive generous subsidies from Government funds.

Over the 10 years to 1977 educational facilities increased tremendously. The number of schools increased from 2,843 to 7,487 and it is hoped by 1980 to provide elementary education for all boys and for 60 per cent of the girls. Elementary schools take children from the age of 6 to 12 years. The proportion of teachers are Saudi—three out of four and it is hoped that they will all be Saudi by 1980.

At the end of elementary schooling the pupils take an exam before passing into an intermediate school. About 95 per cent of the boys and 40 per cent of the girls move in to the intermediate school. Arabic is the medium of instruction throughout the school system but some English is taught from the intermediate stage onwards.

After completing the three-year course at intermediate level the pupils take another exam before passing into a secondary school at age 15-plus. About 50 per cent of the intermediate pupils move on to the three-year secondary course. Some of these drop out along

the way. The rest take their final exams in May or June of their last year.

At secondary level there are also vocational schools and teacher training institutes. The vocational schools provide three-year courses for those who have been through intermediate schools in commercial, agricultural and industrial subjects. The teacher training institutes are the main source of supply of Saudi teachers for elementary schools. Students with an intermediate education certificate are accepted and receive a monthly grant.

### Curricula

School curricula and syllabuses are the same throughout the Kingdom. They are based on the old Egyptian-French system formerly used in Egypt and other Middle East countries. Both the curricula and the major exams taken at the end of each stage of education are approved, controlled and set by a central authority.

Higher education is covered by six universities and various polytechnic institutes and military colleges. Entrance to university depends on marks obtained in the "ta'jidiyah," the secondary level exam. Those obtaining 75 per cent or more may choose which faculty they join; those with low marks are not allowed to join the faculties of medicine or engineering. A first degree may be obtained in four years—except in medicine, pharmacy and engineering. Arabic is used for instruction except in the medicine, science and engineering faculties, where English is used.

Politics are not permitted in the universities. Education is free and it is therefore believed that students should not be allowed to attack the system. If a student fails to attend three-quarters of the lectures he or she is not allowed to take the exams. Most courses are designed to develop human

resources in order to help solve manpower problems. The courses are therefore not purely academic in non-scientific subjects but are geared towards acquiring technical and professional skills.

Male student numbers in university rose from 12,339 in 1974-75 to 20,305 in 1977. Female students numbers rose from 1,773 to 3,305. It is hoped to have a total of around 40,000 students by the end of the Second Five Year plan in 1980.

The University of Riyadh was the first to be founded—in 1957. It opened with 21 students and nine teachers. Now there are 12,000 students and 300 lecturers. Plans are to expand to 25,000 students. The first faculty was arts. Now there are faculties of science, pharmacy, medicine including dentistry, commerce, engineering and education. There is also a branch of the faculty of education in Abha, opened in 1976.

The University of Petroleum and Minerals in the Eastern Province at Dhahran was founded in 1963 with 100 students and now has around 2,000. Architecturally it is very dramatic—situated on a hill near the Aramco headquarters and at night it is dominated by a floodlit water tower. It is also the world's largest university of oil technology and expects to provide enough Arabs qualified in the subject to satisfy the needs of the industry throughout the region.

UPM is an autonomous institute under the authority of the Ministry of Petroleum and Minerals. All the teaching is in English. At the moment it produces 123 B.Sc. graduates and 54 M.Sc. per year. The showpiece of education in Saudi Arabia, it is regularly shown to visiting Heads of State and was visited by Queen Elizabeth during her recent tour of the region.

King Abdul-Aziz University in Jeddah and Mecca was

founded in 1967 by Saudi businessmen. It grew so fast that the Government took it over in 1971. Women were admitted in 1969 and now have a separate campus and a closed circuit television system for listening to male lecturers. In 1977-78 there was an enrolment of 7,500 students. It is planned to have 11,500 by 1980. There are faculties of arts, science, economics and administration, medicine and engineering. There are also institutes of marine science, applied geology and meteorology. At Mecca there is a college of education and a college of Islamic law.

King Faisal University at Dammam and Hofuf in the Eastern Province was established in 1975 and now has around 800 students. It has faculties of medicine, architecture and agriculture, and plans to have education, humanities and science faculties.

Iman Mohamed Ibn Saud Islamic University in Riyadh opened in 1974 to provide higher education in Islamic studies, Arabic language, Islamic law and history. The Islamic University in Medina, opened in 1978, also provides religious education, mainly to non-Saudi Muslims.

### Institutes

Besides the universities, there are polytechnic institutes. There are two higher technical and three higher commercial institutes giving two-year courses. There are also military colleges and academies in Riyadh, Taif and Dhahran.

For women there are colleges of education at Riyadh and Jeddah and a college of art in Riyadh opening soon.

There are vocational craft training centres in Jeddah, Abha, Jurf, Riyadh, Buraidah and Dammam with 18-month courses in construction, mechanics, metal-working, electrical, automotive and woodworking trades. There is also an ambitious adult literacy programme through evening classes and television. It is estimated that only 55 per cent of the adult population can read and write.

No fewer than six agencies are involved in administering education. The bulk of the students, 59 per cent, come under the Ministry of Educa-

tion, which was created in 1953. The Girls Education Administration under the supervision of the religious authorities closely follows the policy of the Ministry of Education and accounts for another 30 per cent. The rest come under the Ministry of Defence, religious colleges and various private bodies.

Higher education is run by its own Ministry established in 1975. Formerly universities were semi-autonomous; now they are the responsibility of the Ministry through the Supreme Council for Universities. This council lacks authority, however, and the Ministry makes all the final decisions and is responsible for sponsoring Saudi graduates going overseas for further studies.

Decentralisation of the educational administration is desperately needed but more trained Saudis are needed to implement it. Similarly, with the rapid building of new schools and the expansion of universities, more trained Saudi teachers are needed. There will be dependence on expatriates for some time to come and perhaps indefinitely.

The Islamic traditions and the Egyptian-French curricula which are used both encourage learning by rote and accepting all that is presented to the student by text books and teachers without thought or question. There is some realisation that this educational system is not appropriate in the modern world but little is being done about it.

This rigid system even extends to the universities. Twelve credit hours out of 150 are devoted to religious studies. Recently entry requirements to university were changed, giving all students holding a secondary level certificate the right to enter. This is likely to lower standards generally. Already there is a lack of good supervision of exams, a leaking of papers, and falsifying of marks. But a move is afoot to change to the system of credits as used in the U.S.

In colleges of education and teacher training institutes new methods of instruction are being used. Changes are also being made in the curricula. In time the quality of education should improve and a more flexible and up-to-date system be introduced.



Students at the University of Riyadh. The University currently has 12,000 students.

## Long way to go

CONTINUED FROM PREVIOUS PAGE

Workers are Saudi. This means a large number of expatriates work in these areas. They are often on short contracts. Many find themselves in poor accommodation with no social amenities. They sometimes have difficulties getting visas for different bodies have a hand, even in being paid. It is hardly surprising that many do not renew their contracts and there are constant changes in the staff of hospitals.

Medical schools have now been set up in Riyadh, Jeddah and the Eastern Province. By 1990 it is hoped that 50 per cent of the doctors will be Saudi. There are nursing schools for women in Jeddah and Riyadh, but recruitment is low since most Saudi families are reluctant to let their daughters work at all. Nursing operating theatre. His autho-

is the least socially acceptable of the few areas of work in which women are allowed to participate.

Another factor which hampers the health service is the large number of ministries and agencies involved in it. Around 15 different bodies have a hand in hospital building alone the Ministries of Health, Higher Education, Defence, Social Security and the Interior, plus the National Guard and an enormous private sector, are all involved.

There appears to be little, if any, liaison, exchange of incident or discussion between the various ministries and agencies involved. The Minister of Health, Dr. Hussain al-Jazairi, who took over and reorganised the health services will have to be done if an efficient and comprehensive service is to be provided. It is rumoured that Dr. Faiz Badr, a brilliant surgeon who still the ports when they were in chaos, has his eye on the Ministry of Health.

ry seems to be limited and his department seems dominated by the Ministry of Planning and the Ministry of Finance. Even within his domain, where every thing is referred to him by heads of department, instructions are not carried out if they in any way deviate from certain regulations.

The Council of Ministers and the Ministry of Planning are well aware of the deficiencies in the Ministry of Health. It seems clear that a good deal of reorganisation of the administrative side of the health services will have to be done if an efficient and comprehensive service is to be provided. It is rumoured that Dr. Faiz Badr, who took over and reorganised the health services will have to be done if an efficient and comprehensive service is to be provided. It is rumoured that Dr. Faiz Badr, a brilliant surgeon who still the ports when they were in chaos, has his eye on the Ministry of Health.

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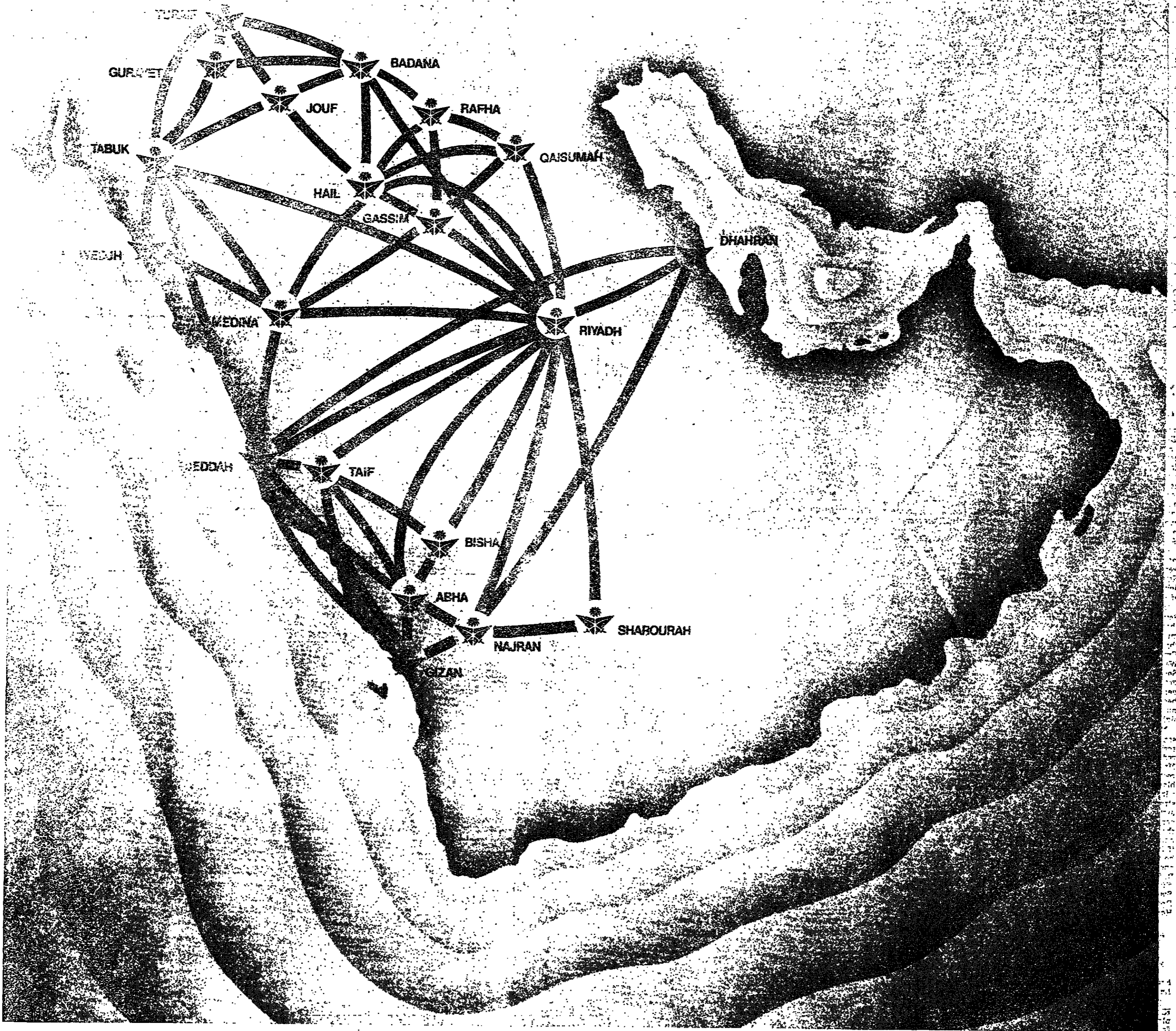
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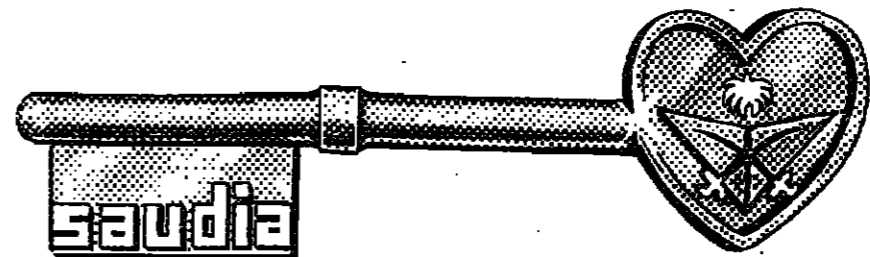
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UK COMPANY NEWS

AF changing structure in effort to recover

IN HIS annual statement Mr. P. M. Tapscott, the retiring chairman of Associated Fisheries, Britain's major fishing, cold storage and processing company, says the group must now pick up the pieces and look to the future. The directors are tackling substantial changes of structure in order to restore an acceptable level of profits.

profit; North America £1,051 (£960) and £23 (£26); Australia £892 (£443) and £1,456 (£22); others £886 (£337) and £126 (£4). During the year the group's investment through British United Trawlers in Southern Ocean Fish Processors, a company registered in Australia, was increased from 49.9 per cent to 76.9 per cent. Since the year end this holding has further increased to 82.8 per cent. In March 1979 one half of BUT's investment in British United Trawlers Australia, which holds the investment in SOFP, was transferred to an associated company. Consequently SOFP is now again an associated company.

to be irrecoverable and certain guarantees being called. This provision has been treated as an extraordinary item net of minority interests. During the year under review activities outside distant water trawling made encouraging progress and these produced a useful increase in profit. All profit was, however, totally negated by the heavy losses on distant water trawling both in the UK and in the recent joint venture in Australia. "A further year has gone with again no settlement of the Common Fisheries Policy and the impact of the situation is now all too evident, despite continuous efforts by management to mitigate its worst effects," says Mr. Tapscott.

Over the year group turnover fell sharply to £77m, the 22 per cent fall being the result of a combination of an involuntary £9.6m decline from fishing and engineering operations and a deliberate disposal of some £15m of relatively unprofitable turnover in food distribution. The group operating loss was £2.7m. A statement of source and application of funds shows a decrease in working capital of £4.86m, compared with an increase of £3.16m. The AGM will be held at the Savoy Hotel, WC, on May 14 at noon.

Underwriting profits crucial

REPORTING as chairman of Sun Alliance and London Insurance, Lord Aldington again stresses that the making of underwriting profits is crucial. Surplus insurance capacity and lack of real economic growth in many parts of the world mean that success will not be achieved easily in all the group's accounts, but "we shall hold to the policy of seeking profits from our underwriting," he states.

interference can do nothing but damage our reputation all over the world and give help and encouragement to the many international competitors seeking to usurp London's pre-eminent position as the insurance centre of the world. Turning to the 1978 accounts, details of which were reported on April 5, the chairman points out that the adverse underwriting result prevented the company from maintaining in real terms the level of profitability achieved in the previous year. Also the very small growth in pre-tax profits in monetary terms means that profit has not kept pace with the increase in premium income.

margin. At December 31 this stood at 74 per cent, against 78 per cent the year before, the reduction being accounted for principally by investment market conditions. Meeting, 1, Bartholomew Lane, EC, May 23 at 12.30 pm. SHARE STAKES Singapore Para Rubber Estates—Kuala Lumpur-Kepong Investments has sold 50,000 shares. Its beneficial interest has been reduced to 133,500 shares (5.11 per cent). City of Aberdeen Land Association—Scottish Western Trust sold on April 17 195,500 shares reducing holding to 226,137. Mrs. S. R. Ledingham, wife of chairman of Aberdeen Land has bought 5,000 shares.

FT Share Service

The following securities have been added to the Share Information Service appearing in the Financial Times: Rivington Red 91 per cent Conv. Cum Red. Pref. (Section: Textiles); Tyler Corporation (Section: Overseas—New York). ASSOCIATES DEAL Rowe and Pitman, associates of Hambros Bank bought for Hambros Bank 10,000 Collett, Dickenson, Pearce International shares at 114p.

Advertisement for Bank Bumiputra Malaysia Berhad, U.S. \$30,000,000 Floating Rate Notes 1984. For the six months 23rd April, 1979 to 23rd October, 1979. In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 11 per cent and that the interest payable on the relevant interest payment date, 23rd October, 1979 against Coupon No. 1 will be U.S. \$55.92. Agent Bank: Morgan Guaranty Trust Company of New York, London.

LOCAL AUTHORITY BOND TABLE. Authority (telephone number in parentheses). Annual Interest gross pay-able. Life Minimum of sum bond.

LOCAL AUTHORITY BONDS. For advertising details please ring 01-248 8000. Extn. 7008. Every Saturday the Financial Times publishes a table giving details of Local Authority Bonds on offer to the public.

SIVICO MONEY FUNDS. Rates paid for W/E 22.4.79. Call 7 day % p.a. % d.a.

Rowe & Pitman, Charterhouse Japhet Limited, Sheppards & Chase, 30-45 Finsbury Square, London EC2A 1JA. 1 Paternoster Row, London EC4M 3TH. Clements House, Gresham Street, London EC2V 7AU.

Richards & Wallington set for further growth

LOOKING FORWARD to a further increase in profits for the current year, Mr. W. R. Richards, chairman of Richards & Wallington Industries, says the company is soundly based at home and is now well forward with its overseas business. He describes this situation as satisfactory and says it will ensure the future prosperity of the group. Continued investment in new equipment during 1978 demonstrates the directors' confidence in their ability to maintain and improve the market share in the current year. The mainstay of the group's business, crane hire, has been trading in difficult markets that have been depressed, but evidence of an improvement is apparent and increased hire rates have been achieved and will improve further. After a difficult start to the

year, as a result of the road haulage strike and bad weather, utilisation of fleets is currently at a very high level and confidence has never been better, states Mr. Richards. For 1978 pre-tax profits, as reported on April 14, rose from £2.63m to £3.03m on higher turnover of £36.48m compared with £32.44m. The year was very disappointing for Peace Transfers both in performance and its forward outlook, and towards the end of the year they initiated steps to divest the group of this activity. As a result a provision for anticipated closure costs, the bulk of which will be incurred by the current year, has been treated as an extraordinary item in the accounts. An adequate return on invested capital was not forthcoming from Mechquip Fork Lift Hire and the company has been sold at a

figure in excess of book value. Crane hire activities in the UK once again performed well, bearing in mind the market conditions prevailing and the adverse effect on rates of hire. It was not easy to maintain a sufficiently high level of utilisation to ensure a good return on investment in evermore sophisticated and expensive plant but this has by and large been achieved. It is becoming increasingly evident that the scope for the group's expertise gained in the past for North Sea oil is boundless. Similar operations in other parts of the world will undoubtedly provide it with considerable future revenue, states the chairman. The performance of British Crane Hire Corporation (Southern) has been outstanding with profits for the year well in excess of those budgeted.

Slow start for Ault & Wiborg

THE EARLY MONTHS of 1979 have been extremely difficult for Ault & Wiborg Group because of the lorry drivers' strike and the bad weather, Mr. C. F. Strang, chairman, says in his annual statement. However, he hopes that much of the business lost during that period can be regained during the remainder of the year. The successes of 1978 augur well for the future, he adds. As reported on March 10, taxable profits advanced from £2.12m to a record £2.09m in 1978, on turnover up from £33.53m to £38.95m. Exports rose from £2m to £2.62m. The chemical division's results were disrupted by a fire at one of the Mitcham factories in September. The directors explain that the £1.4m restorable loss of the insurers in respect of the assets destroyed and the consequential profits loss up to the year-end have been taken up in the accounts. Because this amount is substantially in excess of book value, a surplus of £783,000 after tax has been added to reserves. The chairman says good progress is being made towards rein-

statement of the lost production capacity. Of the ink's division, the chairman says sales of all sections both in UK and export markets continued to advance, although the total market showed little growth. A joint venture company in Lagos will be in production in the first half, and the new Bristol factory started production in March. Profitability in the paints division has been improved by more efficient manufacturing methods. A strong capital investment programme was started last summer and significant expansion of the manufacturing facilities at Perivale is in progress. The construction division increased its profit contribution although some of the political problems in the Middle East resulted in sales there being reduced to a level below that originally planned. Growth in both sales and profits in paints and printing inks continued in the Irish company, and plans were set in motion to increase manufacturing capacities. On a CCA basis, taxable profits were £293,000 to £2,220,000. Meeting, 71, Standon Road, SW, May 11, noon.

FINANCE FOR INDUSTRY TERM DEPOSITS. Deposits of £1,000-£50,000 accepted for fixed terms of 3-10 years. Interest paid gross, half-yearly. Rates for deposits received not later than 27.4.79.

Richards & Wallington Industries Limited. 1978 Turnover £35,478 m, Trading Profit £3,034 m, Earnings per share 18-36 p, Dividend paid and proposed 5-04 p. 1977 Turnover £32,441 m, Trading Profit £2,685 m, Earnings per share 16-79 p, Dividend paid and proposed 4-51 p. W. R. Richards, reports: The year under review has seen considerable progress within the group and trading profits before tax are at record levels. It is true to say that it has been a year of advancement and achievement. Given the prevailing low level of industrial activity, splendid results have been evidenced by most of the group's subsidiaries and we are well placed for further improvements in performance. Our crane hire activities in the United Kingdom have once again performed very well, bearing in mind the market conditions prevailing and the adverse effect on rates of hire. The company's Offshore Division has maintained its excellent record. It is becoming increasingly evident that the scope for our expertise gained in the push for North Sea oil is boundless. Similar operations in other parts of the world will undoubtedly provide us with considerable future revenue. Our continued investment into new equipment in 1978 indicates our confidence in our ability to maintain and improve our market share in the coming year. We face the future, therefore, with the assurance that we hold in our hands the elements of success and prosperity. Excluding the unpredictable which can blight even the most assiduous of efforts, we can look forward to a further increase in profits in 1979.

AURORA ANOTHER RECORD YEAR. Further progress is reported by the Chairman, Mr. Robert Atkinson, in his report for the year ended 31st December 1978. Record results for sixth consecutive year - Sales increase 114% - Profits increase 72% - Dividend increase 11.6%. Expansion continued during the year with the acquisition of Samuel Osborn & Co. Limited. Integration of Osborn successfully completed and all divisions now contributing to profits. Ordinary Shareholders' funds up threefold to £21.5m. Osborn (South Africa) sold in 1979 for £4.6m reducing gearing to 0.54. Profit before taxation £m: 1972 (0.2), 1973 (0.4), 1974 (1.3), 1975 (1.4), 1976 (2.1), 1977 (2.3), 1978 (4.3). Copies of the Report and Accounts are available from The Secretary, Aurora Holdings Limited, Nether Lane, Ecclesfield, Sheffield S30 3TR.

Slough Estates Limited. Rights Issue of £24,882,056. 8 per cent. Convertible Unsecured Loan Stock 1991/94 at £100 per cent. The Stock has been admitted to the Official List by the Council of The Stock Exchange. Particulars of the Stock are available in the Extel statistical service and copies may be obtained during business hours up to and including 11th May, 1979 from: Rowe & Pitman, Charterhouse Japhet Limited, Sheppards & Chase, 30-45 Finsbury Square, London EC2A 1JA. 1 Paternoster Row, London EC4M 3TH. Clements House, Gresham Street, London EC2V 7AU.

15TH MAY 1979 REDEMPTION PROVINCE OF NOVA SCOTIA (CANADA) U.S. \$15,000,000 9% Bonds 1985. REDEMPTION OF BONDS. The Province of Nova Scotia announces that for the redemption period ending on 15th May 1979 it has purchased bonds of the above loan for U.S. \$30,000 nominal capital which have been duly cancelled. The nominal amount of bonds to be drawn for redemption at par on 15th May 1979 to satisfy the current redemption obligation is accordingly U.S. \$670,000 and the nominal amount of this loan remaining outstanding after 15th May 1979 will be U.S. \$8,000,000. DRAWING OF BONDS. Notice is accordingly hereby given that a drawing of bonds of the above loan took place on 5th April 1979 attended by Mr. Keith Francis Croft Esq. of the firm of John Venn & Sons, Notary Public, when 670 bonds for a total of U.S. \$670,000 nominal capital were drawn for. The following are the numbers of the bonds drawn:

The above bonds may be presented for redemption at par on or after 15th May 1979 at the offices of the paying agents named on the coupon for payment in the manner specified in Condition 4 of the Terms and Conditions of the bonds. Each of these bonds when presented for redemption must bear the coupon dated 15th May 1980, and all subsequent coupons, otherwise the amount of the missing coupons will be deducted from the sum to be repaid. Principal Paying Agent: N. M. Rothschild & Sons Limited, New Court St. Swineyard, London EC4P 4DU.



Companies and Markets

INTL. COMPANIES AND FINANCE

PENDING DIVIDENDS RECENT ISSUES

Akzo plans further cuts in Dutch fibre activities

BY CHARLES BATCHELOR IN AMSTERDAM
AKZO, the troubled Dutch chemical group, plans further cuts in its loss-making fibre activities in the Netherlands.

Atlas Copco expects increase in sales

STOCKHOLM — Atlas Copco, the Swedish compressed air equipment maker, expects group sales to rise by between 10 and 15 per cent this year.

Sandvik sees higher earnings

BY VICTOR KATFETZ IN STOCKHOLM
SANDVIK, the Swedish cemented carbide and steel group, expects higher earnings this year as a result of improved output and productivity.

Lower result at Norcem

BY FAY GJESTER IN OSLO
NORCEM, the Norwegian producer of cement and building materials with interests in offshore oil activities, suffered a decline in profits in 1978.

Winefood sees profit by 1980

MILAN — Winefood SpA, the Italian-based food group controlled by Credit Suisse, reported that its 1978 loss was "very close" to the L14bn (\$15.58bn) deficit suffered in 1977.

Finsider to raise \$150m Eurocredit

FINSIDER, the Italian State steel concern, is raising \$150m by way of an eight-year Eurocredit, covering the guarantee of state holding company, IRI.

CURRENCIES, MONEY and GOLD

EMS decisions await elections
THE season of elections is with us, and although interest in Britain naturally centres around the contest of May 3, there is also more than a passing concern about the outcome of the voting in Rhodesia.

OTHER MARKETS
Argentine Peso... 2464-2474
Australia Dollar... 1,850-1,870
Brazil Cruzeiro... 48,50-49,50

CURRENCY RATES table with columns for Country, Bank, and Rate

THE DOLLAR SPOT AND FORWARD table with columns for Days spread, One month, Three months

EXCHANGE CROSS RATES table with columns for Country, U.S. Dollar, Deutschmark, etc.

THE POUND SPOT AND FORWARD table with columns for Days spread, One month, Three months

LONDON MONEY RATES table with columns for Term, Starting Certificate of deposit, Interbank, etc.

MONEY RATES table with columns for New York, Prime Rate, Fed Funds, etc.

For the convenience of readers the dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table.

PENDING DIVIDENDS RECENT ISSUES table with columns for Company, Announcement Date, Announcement Year, Stock, etc.

EQUITIES

Table of stock prices and movements for various equities

FIXED INTEREST STOCKS

Table of fixed interest stock prices and movements

"RIGHTS" OFFERS

Table of rights offers and subscription details

BASE LENDING RATES

Table of base lending rates for various banks and currencies

Forecasting data usually next day for doing time of stamp duty. Figures based on prospectus estimate.

CLIVE HARVEY & ROSS INVESTMENT MANAGEMENT LTD. table with columns for Investment Type and Value

ALLEN HARVEY & ROSS INVESTMENT MANAGEMENT LTD. table with columns for Investment Type and Value

I.G. Index Limited 01-351 3466. Three-month Nickel est. 2790-2850

Public Works Loan Board rates

Table of Public Works Loan Board rates for different terms

The Election is getting closer!

Political advertisement for Conservative and Labour parties, including 'ODDS FOR OVERALL MAJORITY' tables and contact information.

Better bet Coral

Advertisement for Coral Racing, James Wilkes Limited, and The Nippon Credit Bank, Ltd. including financial details and contact information.

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(CANADA) 955

INSURANCE APPPOINTMENTS WORLD STOCK MARKETS

New cover scheme pays assessors' fees

BY OUR INSURANCE CORRESPONDENT

PEOPLE OFTEN feel that insurers search for "small print" so as to pare down a claim when it is presented. Naturally, insurers cannot afford to be too lavish with their claims settlements, but most large, well-known companies realise their business is paying claims, and that their reputation depends on keeping policy holders and brokers happy on that score.

Usually, if an insured company has a significant claim, the insurers will appoint a firm of adjusters. Some people feel that standards among lower levels of staff in adjusters' firms are not what they were, but probably adjusters are not alone in that. Certainly, this allegation is levelled often at insurers themselves.

An adjuster is a professional in the whole field of claims settlement. Although retained by the insurers (and having from time to time been in the past been criticised for being too favourable to the insured), he must be impartial. Insurers normally view the appointment of independent adjusters as an equitable approach for them and their policy holders.

But if an insured company with a claims problem wants to handle its own side in the insurance market which placed the business is unwilling or unable to do so, there are loss assessors. They are not adjusters. Some are said to be well-versed that they can be a firm to offer their services before the first brigade arrives.

Insurers providing material damage and business interruption insurance have stoutly resisted meeting the fees of assessors. If an insured company wants to employ an assessor, it must pay the fees itself.

Within insurance, there is always scope for innovation. An idea from a firm of brokers has been taken up by a relatively small insurer, Federation General Insurance, owned by a major British reinsurer group.

WALL STREET

Table of Wall Street stock prices including columns for 1979 High/Low, Apr 20 Stock, and Apr 20 High/Low. Lists include companies like Abbott Labs, Amgen, and various pharmaceuticals.

Furness Withy reorganisation

FURNESS WITHY is to integrate the group's wholly-owned shipping interests and operations into one company, Furness Withy (Shipping). The following Board will, from May 1, assume responsibility for the activities of the existing general shipping and bulk shipping divisions. Mr. J. E. Keylitz, chairman and managing director; Mr. P. S. Edwards, finance director; Mr. J. J. Gawne, director (non-executive); Mr. W. E. Kinnear, director and general manager; Mr. B. P. Shaw, director (non-executive); Mr. R. S. Smith, director (liner trades); and Mr. P. J. Warwick, director (bulk trades).

The long-established trading names of the various well-known Furness Withy, which remain unchanged. Manchester Liners will continue to manage its own operations. With the formation of the new organisation Mr. J. J. Gawne will assume additional responsibilities as an executive director of Furness Withy, while remaining non-executive chairman of the Pacific Steam Navigation Company and a Furness Withy representative on outside bodies.

Mr. Paul J. Svanholm, a Danish lawyer and former chairman of Tuboro's international shipping activities, has been appointed chairman of CARLSBERG BREWERY in the UK and the three British distribution companies. He succeeds Mr. A. W. Nielsen. Mr. Svanholm has been president and chief executive of Carlsberg since 1974. He expects to visit Britain every two months.

Mr. James A. Mills has joined the partnership of FOLDING STOCKBROKERS AND CO., stockbrokers, from Lloyds.

Mr. Jonathan Morley Cooper has been appointed a director of the UK division of BAIN DAWES. He will continue as managing director of Bain Dawes (Western).

Mr. Bev Hubert has been appointed director and general manager of Apton, a member of the Dexon Group of companies, which specialises in projects in the office, shopping and display fields.

Mr. Ralph A. Jacobs, chairman of IRD Mechanicals (Europe) and managing director of IRD Mechanicals (UK), Chester, has been elected to the Board of IRD Mechanicals Ltd.

Mr. Robert J. Jacobs, chairman of IRD Mechanicals (UK), Chester, has been elected to the Board of IRD Mechanicals Ltd.

Table of stock prices under the heading 'NEW YORK' and 'CANADA'. Includes columns for 1979 High/Low, Apr 20 Stock, and Apr 20 High/Low. Lists include companies like Johnson & Johnson, Amgen, and various pharmaceuticals.

Indices

Table of stock indices including New York Dow Jones, London FTSE 100, and various regional indices. Columns show dates from April 1979 and price movements.

EUROPE

Table of European stock markets including Amsterdam, Brussels/Luxembourg, Vienna, and various regional indices. Columns show prices and percentage changes.

HONG KONG

Table of Hong Kong stock prices including Amalgamated Rubber, Cheung Kong, and various regional indices. Columns show prices and percentage changes.

AUSTRALIA

Table of Australian stock prices including ANIC, BHP, and various regional indices. Columns show prices and percentage changes.

JOHANNESBURG

Table of Johannesburg stock prices including Anglo American, Anglovaal, and various regional indices. Columns show prices and percentage changes.

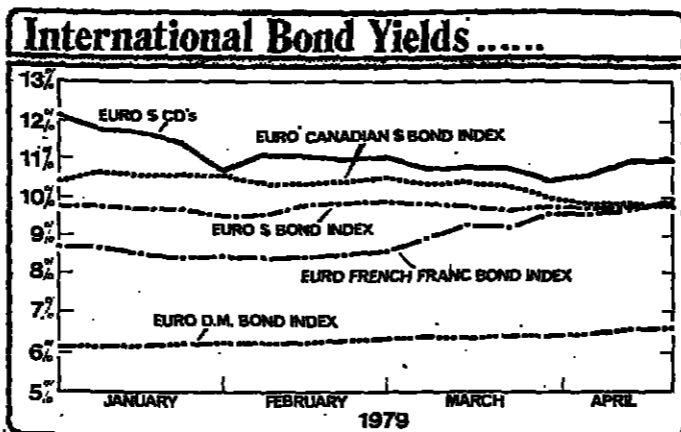
Companies and Markets

INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Eurobonds clear another hurdle

ANY FEARS the international bond market may have harboured about the imminence of a rise in U.S. interest rates were largely laid to rest in the wake of the meeting of the Federal Reserve's open market committee last Wednesday.



Despite the issue being priced at 99 1/2 instead of the indicated 99 1/4, the bonds fell to a 2 1/2 point discount during the first day of trading last Friday.

BY FRANCIS GHILES

than SwFr 100m. The public issue market was frozen by the big three banks on March 23. The yield structure on new Swiss Franc public issues is expected to be around 4 1/2 per cent for a prime European name with a maturity of 10-12 years.

U.S. BONDS

Stable summer for money markets

THE CHAIRMAN of the Federal Reserve Board, Mr. G. William Miller, made it clear last week that he is firmly opposed to tightening credit conditions in the U.S. at present.

national product of over 2 1/2 per cent to force the Fed into tightening credit. By Friday he was giving himself much more room for manoeuvre by saying the critical figure was a 3 per cent rise in GNP in the first half.

In the days before and after that meeting however, it became clear that top economic policymakers are divided about the best tactics to follow in pursuit of the central strategy of slowing an unacceptably high rate of inflation while avoiding, if possible, recession.

The reaction for the money and bond markets to the week's developments indicates that Wall Street is as divided as the Government policymakers. As one dealer put it there is such disbelief that our bills have been cut that periods of stability are viewed as plateaux, not peaks.

BY STEWART FLEMING

A restricted supply of new long treasury issues in the next few weeks and the corporate market remained virtually unchanged.

CURRENT INTERNATIONAL BOND ISSUES

Table with columns: Borrowers, Amount, Maturity, Av. life year, Coupon %, Price, Lead manager, Offer yield. Includes sections for U.S. DOLLARS, D-MARKS, CANADIAN DOLLARS, FRENCH FRANCS, KUWAITI DINARS, LUXEMBOURG FRANCS, EURO-CDS, and U.S. banks shorten the book.

EURO-CDS BY MARY CAMPBELL

U.S. banks shorten the book

THE FIGURES on Eurodollar certificates of deposit (CD) last week highlight a sharp shift in U.S. bank funding arrangements during the first quarter of this year.

FT INTERNATIONAL BOND SERVICE

Large table containing FT International Bond Service data, including U.S. Dollar, Deutsche Mark, Other Straights, Floating Rate Notes, Convertible Bonds, and Yen Straights.

BANK HANDLOWY w WARSZAWIE S.A. US\$550,000,000 Medium Term Credit Facility. This announcement appears as a matter of record only. March, 1979. Includes list of participating banks and managed by entities.



AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trst. Mgrs., Allen Harvey & Ross Unit Trst. Mgrs., and others, including their names, addresses, and contact information.

Table listing various insurance and property bonds, including Crown Life Assurance, Lloyds Life Assurance, and others, with details on their services and contact information.

INSURANCE AND PROPERTY BONDS

Table listing various insurance and property bonds, including Crown Life Assurance, Lloyds Life Assurance, and others, with details on their services and contact information.

OFFSHORE AND OVERSEAS FUNDS

Table listing various offshore and overseas funds, including Alexander Fund, Keyser Ullman Ltd., and others, with details on their investments and contact information.

NOTES: A section providing additional information and disclaimers regarding the fund listings, including a note about the inclusion of certain funds and the responsibility of investors.

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**BANKS & HP—Continued**

**CHEMICALS, PLASTICS—Cont.**

**ENGINEERING—Continued**

**BRITISH FUNDS**

"Shorts" (Lives up to Five Years)

Stock	Last	High	Low	Yield	Div
17N Treasury 7% 1981	97.5	98.0	97.0	8.5	8.5
17M Treasury 7% 1982	100.0	100.5	99.5	8.5	8.5
15N Treasury 7% 1979	105.0	105.5	104.5	8.5	8.5
15M Treasury 7% 1980	105.0	105.5	104.5	8.5	8.5
14N Treasury 7% 1979	105.0	105.5	104.5	8.5	8.5
14M Treasury 7% 1980	105.0	105.5	104.5	8.5	8.5
13N Treasury 7% 1979	105.0	105.5	104.5	8.5	8.5
13M Treasury 7% 1980	105.0	105.5	104.5	8.5	8.5
12N Treasury 7% 1979	105.0	105.5	104.5	8.5	8.5
12M Treasury 7% 1980	105.0	105.5	104.5	8.5	8.5

**AMERICANS**

**BEERS, WINES AND SPIRITS**

**DRAPERY AND STORES**

**BUILDING INDUSTRY, TIMBER AND ROADS**

**CANADIANS**

**HOTELS AND CATERERS**

**INDUSTRIALS (Miscel.)**

**INTERNATIONAL BANK**

**CORPORATION LOANS**

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**BANKS AND HIRE PURCHASE**

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For Share Index and Business News Summary in London, Birmingham, Liverpool and Manchester.



INDUSTRIALS—Continued

Table of industrial stocks with columns for name, price, and change.

INSURANCE—Continued

Table of insurance stocks with columns for name, price, and change.

PROPERTY—Continued

Table of property-related stocks with columns for name, price, and change.

INVESTMENT TRUSTS—Cont.

Table of investment trusts with columns for name, price, and change.

FINANCE, LAND—Continued

Table of finance and land-related stocks with columns for name, price, and change.

Stewart Wrightson International Insurance Brokers for the Engineering Industry. Includes contact information.

MINES—Continued

Table of mining stocks with columns for name, price, and change.

OILS

Table of oil-related stocks with columns for name, price, and change.

TINS

Table of tin-related stocks with columns for name, price, and change.

COPPER

Table of copper-related stocks with columns for name, price, and change.

MISCELLANEOUS

Table of miscellaneous stocks with columns for name, price, and change.

GOLDS EX-S PREMIUM

Table of gold-related stocks with columns for name, price, and change.

NOTES

Unless otherwise indicated, prices and percentages are in pence and denominations are 25p. Estimated percentages are shown in parentheses. Prices are based on the latest available information. Dividends are shown in pence. The following table gives a summary of the principal share issues which have been announced since the issue of the last issue of the Financial Times. The table is based on the latest information available. Dividends are shown in pence. The following table gives a summary of the principal share issues which have been announced since the issue of the last issue of the Financial Times.

LEISURE

Table of leisure-related stocks with columns for name, price, and change.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks with columns for name, price, and change.

SHIPPING

Table of shipping-related stocks with columns for name, price, and change.

SHOES AND LEATHER

Table of shoes and leather-related stocks with columns for name, price, and change.

OVERSEAS TRADERS

Table of overseas trader stocks with columns for name, price, and change.

GARAGES AND DISTRIBUTORS

Table of garage and distributor stocks with columns for name, price, and change.

SOUTH AFRICANS

Table of South African stocks with columns for name, price, and change.

TEXTILES

Table of textile-related stocks with columns for name, price, and change.

TEAS

Table of tea-related stocks with columns for name, price, and change.

RUBBERS AND SISALS

Table of rubber and sisal stocks with columns for name, price, and change.

INDIA AND BANGLADESH

Table of India and Bangladesh stocks with columns for name, price, and change.

SRI LANKA

Table of Sri Lanka stocks with columns for name, price, and change.

AFRICA

Table of African stocks with columns for name, price, and change.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publisher stocks with columns for name, price, and change.

PAPER, PRINTING ADVERTISING

Table of paper, printing, and advertising stocks with columns for name, price, and change.

TObACCO

Table of tobacco-related stocks with columns for name, price, and change.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land-related stocks with columns for name, price, and change.

FAR WEST RAND

Table of far west rand stocks with columns for name, price, and change.

EASTERN RAND

Table of eastern rand stocks with columns for name, price, and change.

FAR WEST RAND

Table of far west rand stocks with columns for name, price, and change.

DIAMOND AND PLATINUM

Table of diamond and platinum stocks with columns for name, price, and change.

INSURANCE

Table of insurance stocks with columns for name, price, and change.

PROPERTY

Table of property-related stocks with columns for name, price, and change.

FINANCE, LAND

Table of finance and land-related stocks with columns for name, price, and change.

FINANCE

Table of finance-related stocks with columns for name, price, and change.

CENTRAL AFRICAN

Table of central African stocks with columns for name, price, and change.

OPTIONS 3-month Call Rates

Table of 3-month call rates with columns for instrument, price, and change.

